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Best-in-Class Sales Onboarding

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AGENDA

CORE CONTENT

- Some Past Results
- Clarity on Focus
- Reasons for Failure / What to Avoid
- The Methodology:
  - Performance Milestones
  - Training Content
  - Modern Learning Methods
  - Curriculum Strategy
  - Execution

APPENDIX

- Additional Reference Content
- About Mike Kunkle
- About SPARXiQ

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Results Achieved with This Onboarding Methodology

Just a sampling…

- Decreased ramp-up time by 23%, 34%, 47%, 52% (4 separate projects)

- At 120 days, new reps outperformed a control group of 5-year reps by 21%

- Increased sales per rep in the 90 days post-onboarding by 48%, resulting in a $36.6MM increase in YOY new-hire production

- Improved profitability of new reps by 11%

- Improved new rep win-rate by 16%

Our Focus Today Will Be...

Sales Onboarding

Defined as: Job-related, knowledge and skills training to enable new hires for sales success

While these _are_ important, our focus today is _not_:

Pre-start Logistics | Pre-boarding | New-Hire Orientation

There are plenty of known best practices for coordination and collaboration between Recruiting, HR, Training/L&D, IT, Facilities, executives, and other departments to pre-board and orient new hires quickly.

Why Sales Training Fails & What to Avoid in Onboarding

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Why Sales Training Fails

- *[Poor hiring practices] – see Appendix*
- Wrong content (won't get results)
- No performance milestones
- Poor learning design/experience
- No knowledge sustainment plan
- Too few skill development/feedback loops
- No purposeful transfer plan
- No coaching to mastery
- No measurement plan (learning/sales results)
- No performance management
- No aligned change management plan

Why Sales Training Fails

Top Barrier to Delivering Effective Sales Training?

"Salespeople are not held accountable for applying skills learned in training!"

According to 59% of respondents in ATD's 2019 State of Sales Training Report

(was 50% in 2016)

What to Avoid in Onboarding

Biggest Onboarding Challenges

- No plan
- Combining pre-boarding, orientation & onboarding (uncoordinated effort derails the onboarding)
- Too much content, delivered too soon
- An endless parade of presentations from SMEs
- Event-based approaches (boot camps with no follow-up or continued tracking toward milestones)
- No checkpoints, gating, or assessments / validation / certifications (what do they know/what can they do?)
- No sustainment, skill development, transfer, or coaching
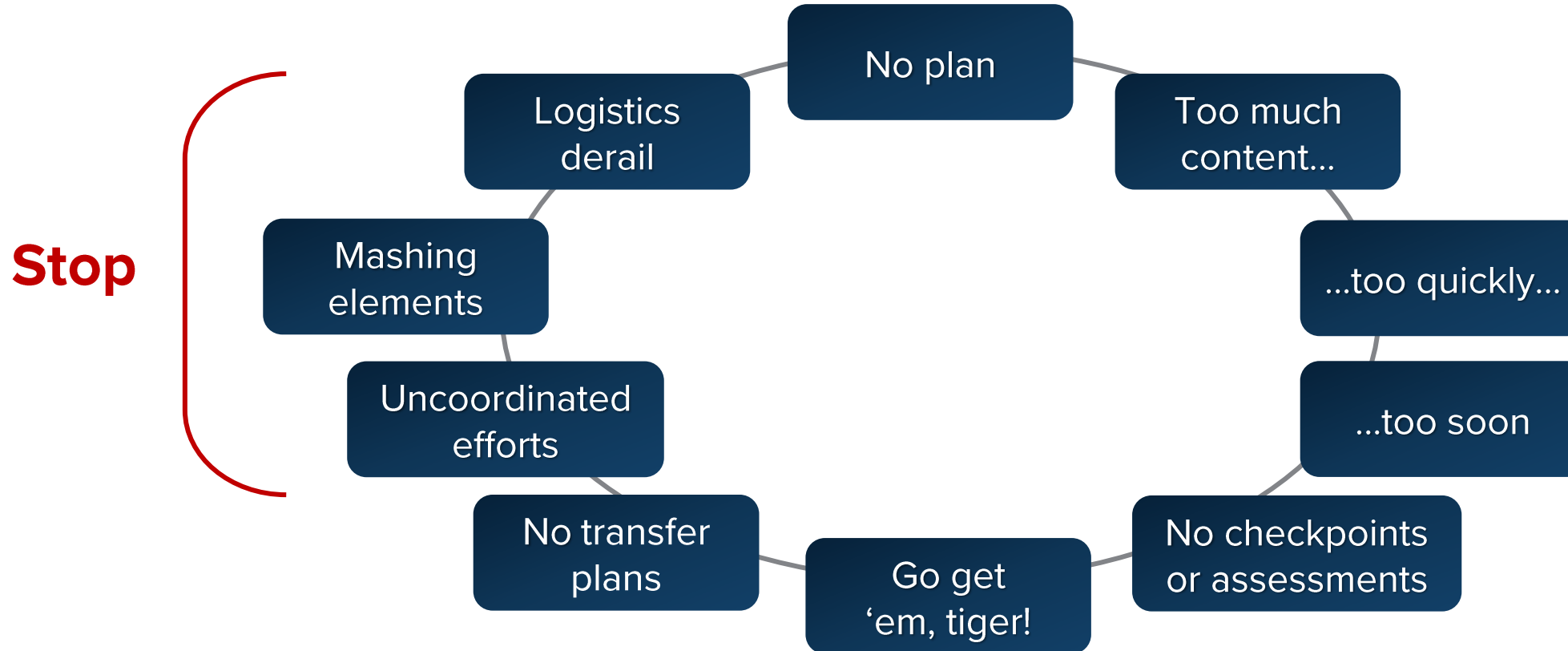- And…
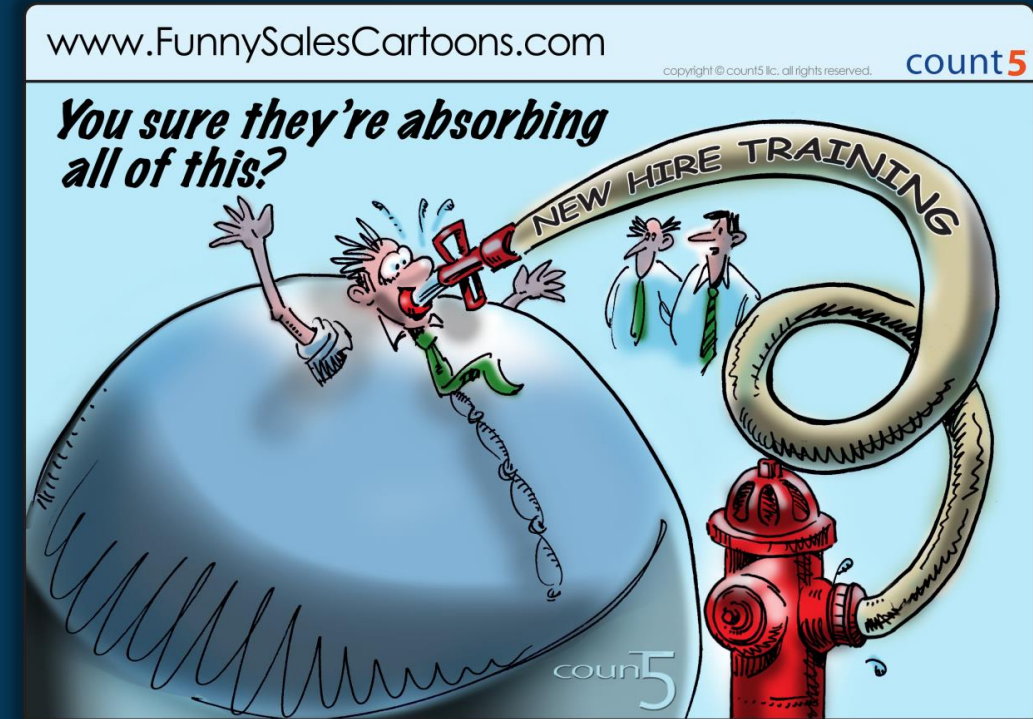
What to Avoid in Onboarding
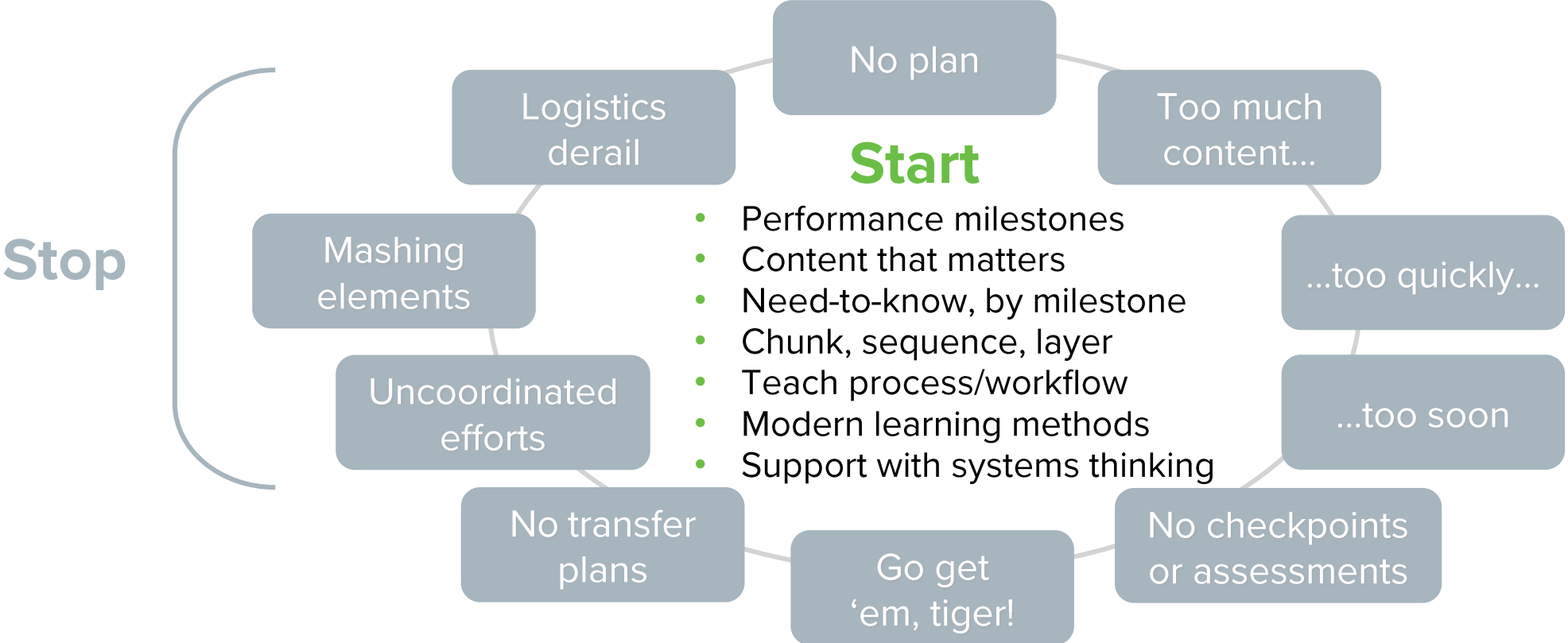
Biggest Onboarding Challenges

"Go get 'em, tiger!"

Two-Part Solution (Stop + Start)

Resolving these challenges is necessary, but not enough...

Stop

No plan

Too much content...

...too quickly...

...too soon

No checkpoints or assessments

Go get 'em, tiger!

No transfer plans

Uncoordinated efforts

Mashing elements

Logistics derail

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Two-Part Solution (Stop + Start)

You must also do these things...

Stop

No plan

Logistics derail

Too much content...

...too quickly...

Mashing elements

Start
- Performance milestones
- Content that matters
- Need-to-know, by milestone
- Chunk, sequence, layer
- Teach process/workflow
- Modern learning methods
- Support with systems thinking

Uncoordinated efforts

...too soon

No transfer plans

Go get 'em, tiger!

No checkpoints or assessments

Performance Milestones

Performance Milestones

- Determine major milestones
- Benchmark them
- Build everything around them
- Measure, report, analyze, adjust
- Focus on **"need to know"** content to reach each milestone.

Performance

Milestone 2
First month at quota

Milestone 3
Three successive quota months

① ② ③

Milestone 1
First sale

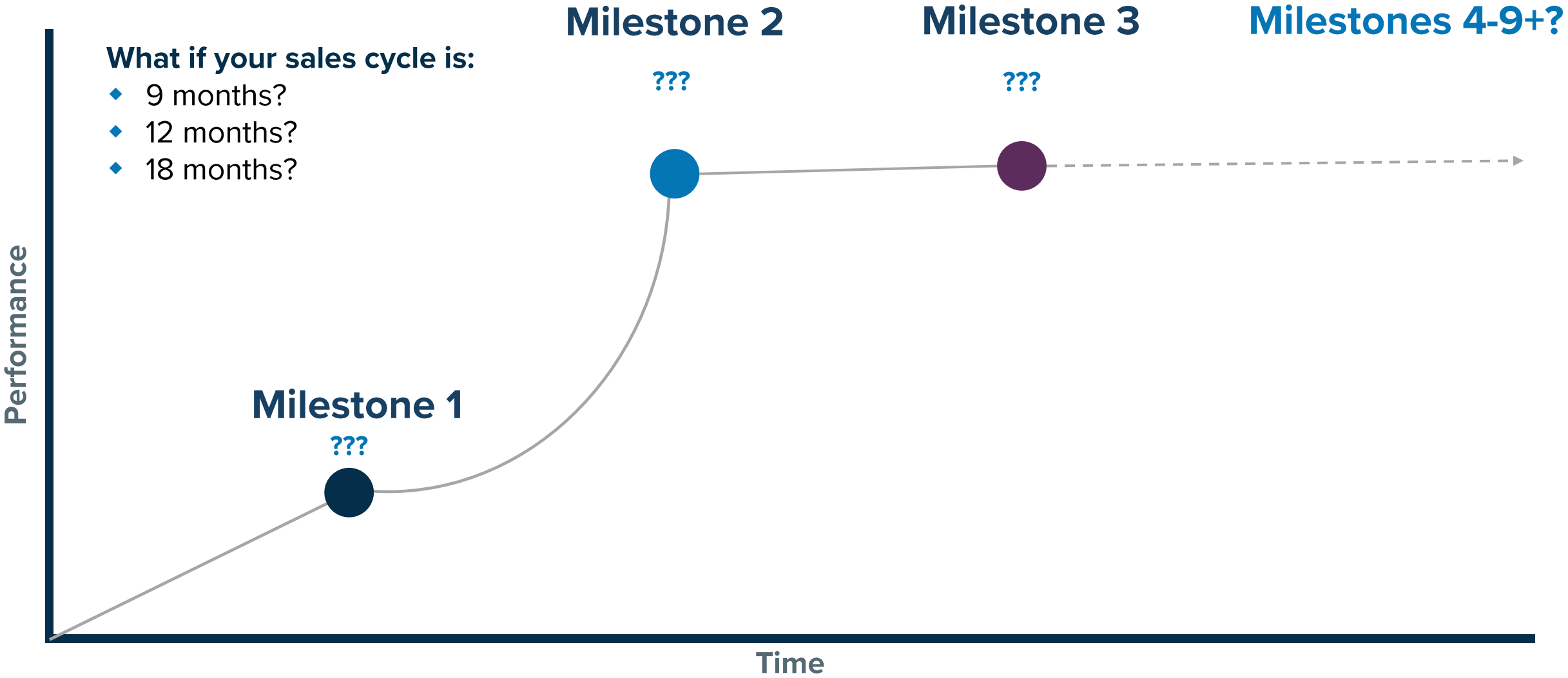**Disclaimer:** This is an example. It is one possible set of milestones for companies where quotas occur *monthly*. Milestones may vary by industry, company, product, service, sales cycle, and quota structure. You need to determine the most reasonable and effective milestones for your company.

Time

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Performance Milestones

Milestone 2

???

Milestone 3

???

Milestones 4-9+?

What if your sales cycle is:
- 9 months?
- 12 months?
- 18 months?

Milestone 1

???

Performance

Time

Performance Milestones: Learning Performance

Lead Indicators	Lag Indicators
Courses started (on-time, late)	Courses completed
Assessments taken (on-time, late)	Assessment scores (pass/fail)
Pre-work completion	Assignment grades
Assignment completion	Role play scoring
vILT attendance for ILT prep	Final validation or certification scores
And more…	And more…

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Performance Milestones: Sales Performance

Lead Indicators (Short & long sales cycles)	Lag Indicators (Short sales cycles)
Calls / contacts / campaigns	Wins / losses
Appointments set	Revenue / quota
Opportunities entered	Sales velocity
Presentations /proposals	Negotiated pricing / profitability
Sales process metrics (pre-decision conversion rates	Sales process metrics (post-decision conversion analysis)
And more…	And more…

Training Content

Training Content

Sales Competencies: The Dot Connection From Hiring through Development

Hire	Train	Coach	Develop
Hire for the mindsets, behaviors, traits, and competencies needed for success in the role.	Train the competencies, sales process, and sales methodology (top-producer practices) and tools.	Coach to mastery in key competencies to achieve acceptable performance.	Formulate personalized learning plans to close competency gaps and continue the path toward sales mastery.

Appendix

Appendix

Sales Competencies

Training Content

Determine which apply for your sales reps

- **Industry:** Domain expertise | business acumen | insights
- **Market:** Problems | risks | opportunities | implications
- **Customers:** ICP | buyer personas | buyer's journey
- **Territory/Accounts:** Accounts | contacts | current state | goals
- **Solutions:** Products | services | capabilities | differentiators | value | outcomes
- **Sales Process:** Stages | objectives | tasks | exit criteria | aligned to the buying process
- **Sales Methodology:** Sales competencies | training and top-producer practices for lead gen | opportunity management | account management and more
- **Policy & Procedure:** Internal departmental collaboration and hand-offs | Standard Operating Procedures (SOP) | forecasting expectations and process
- **Tools:** CRM | sales enablement tools | analytics | organization | collaboration | collateral | performance support | other systems

http://www.slideshare.net/MikeKunkle/astd-ice-2014-22nd-century-selling-skills-mike-kunkle-posting

Training Content

Determine which apply for your sales reps

◆ **Industry:** Domain expertise | business acumen | insights

◆ **Market:** Problems | risks | opportunities | implications

◆ **Customers:** ICP | buyer personas | buyer's journey

◆ **Territory/Accounts:** Accounts | contacts | current state | goals

◆ **Solutions:** Products | services | capabilities | differentiators | value | outcomes

◆ **Sales Process:** Stages | objectives | tasks | exit criteria | aligned to the buying process

◆ **Sales Methodology:** Sales competencies | training and top-producer practices for lead gen | opportunity management | account management and more

◆ **Policy & Procedure:** Internal departmental collaboration and hand-offs | Standard Operating Procedures (SOP) | forecasting expectations and process

◆ **Tools:** CRM | sales enablement tools | analytics | organization | collaboration | collateral | performance support | other systems
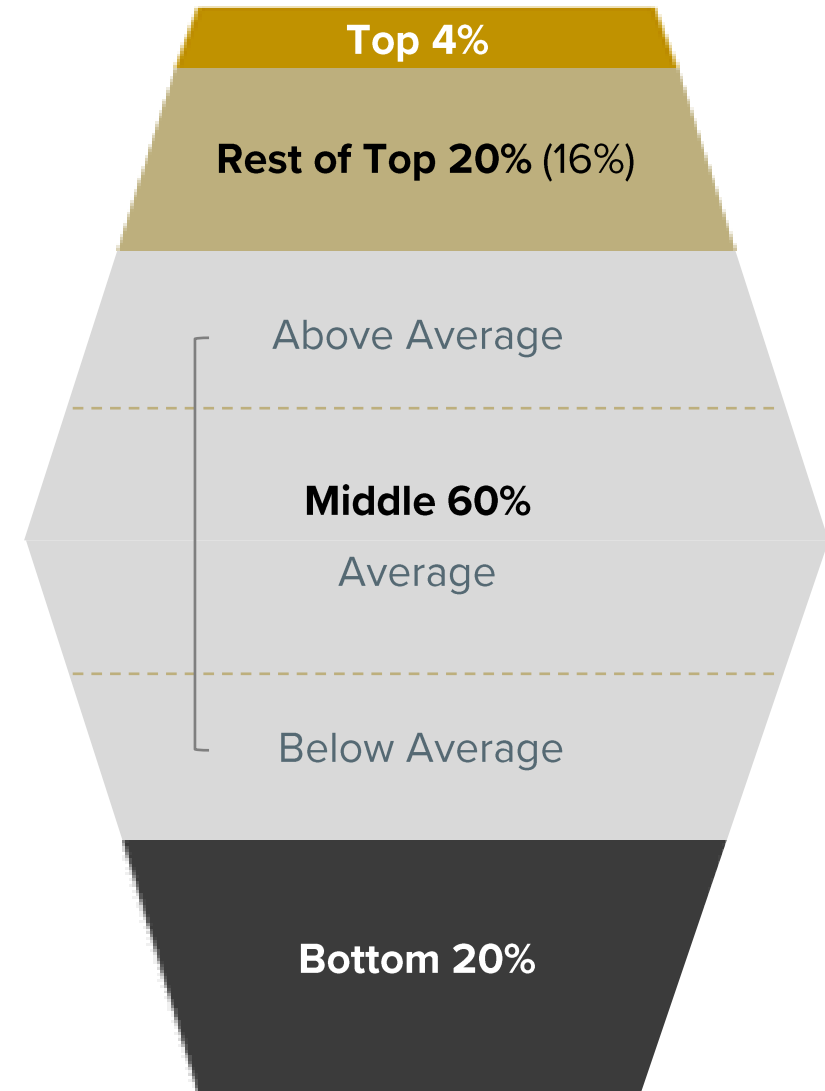
Other? What else does *your* sales force need?

http://www.slideshare.net/MikeKunkle/astd-ice-2014-22nd-century-selling-skills-mike-kunkle-posting

Training Content

Top-Producer Analysis

- Conduct task analyses for training content
  - What, why, how (when, where)
  - Difficulty, importance, frequency

- Define sales process | sales methodology
  - Capture workflow
  - Align with competencies

- Identify performance levers (80/20)
  - Compare top & middle – differentiators

- Build **Continue | Start | Stop** lists

- Build training content around replicable skills.

http://www.slideshare.net/MikeKunkle/using-topproducer-analysis-to-improve-sales-results-atd2016-v05102015

Top 4%

Rest of Top 20% (16%)

Above Average

Middle 60%

Average

Below Average

Bottom 20%

Curriculum Strategy
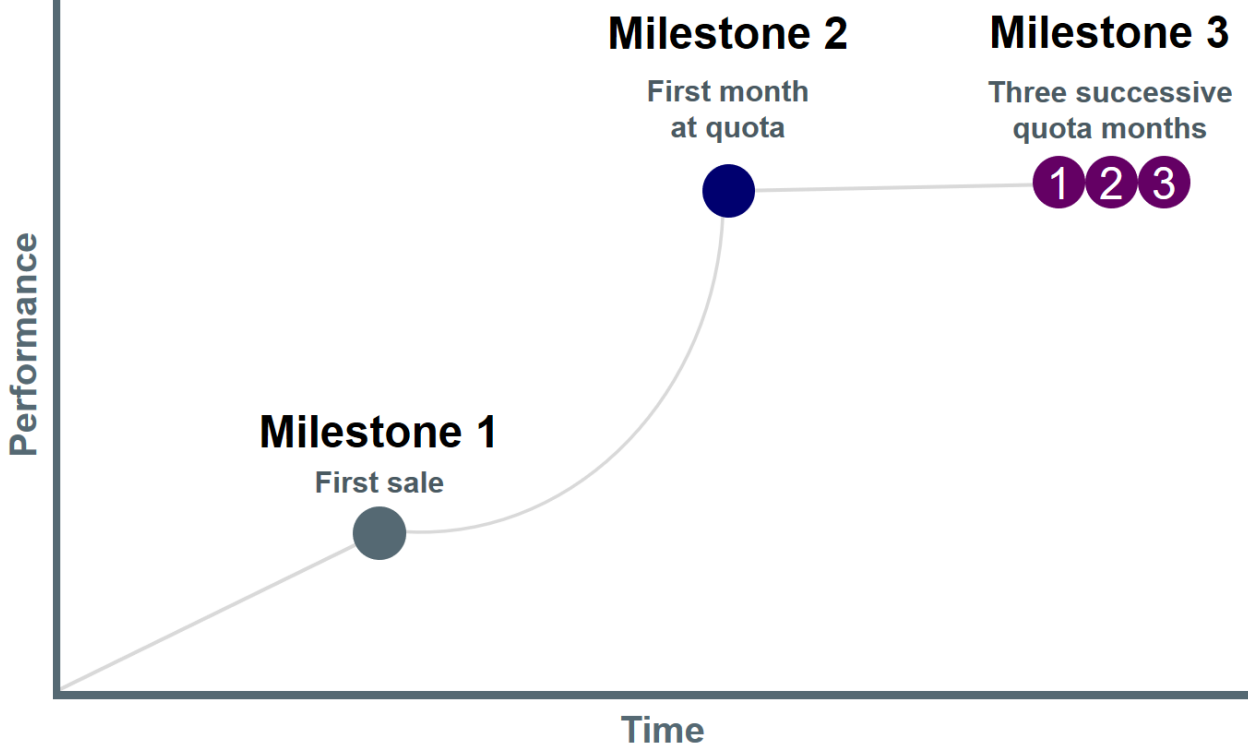
Curriculum Strategy: Chunk | Sequence | Layer

Well-known instructional design strategy – maximized for onboarding

- Chunk like topics together

- Teach in bite-sized chunks with reinforcement and assessments to increase retention

- Order chunks in a logical sequence that will make sense for the learner and be easier to absorb
  - Teach workflow / business process / sales process, from "left to right" (the job you want them to do)

- Layer additional related chunks (or new chunks) on top of already-learned knowledge and skills

Involve a good instructional designer with firm "need to know" filters!

(And be ready for the ~~fist fights arguments~~ thoughtful debates!)

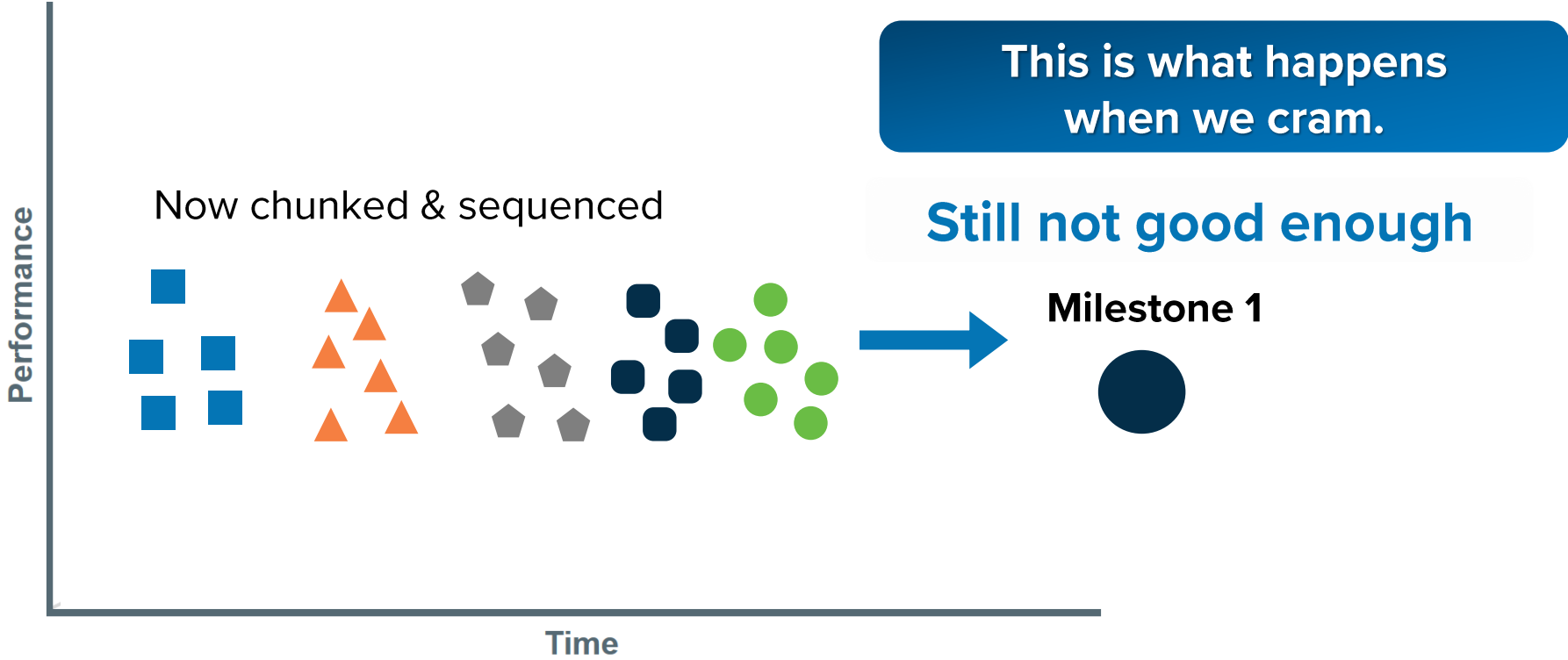http://www.slideshare.net/MikeKunkle/basic-instructional-design-principles-a-primer
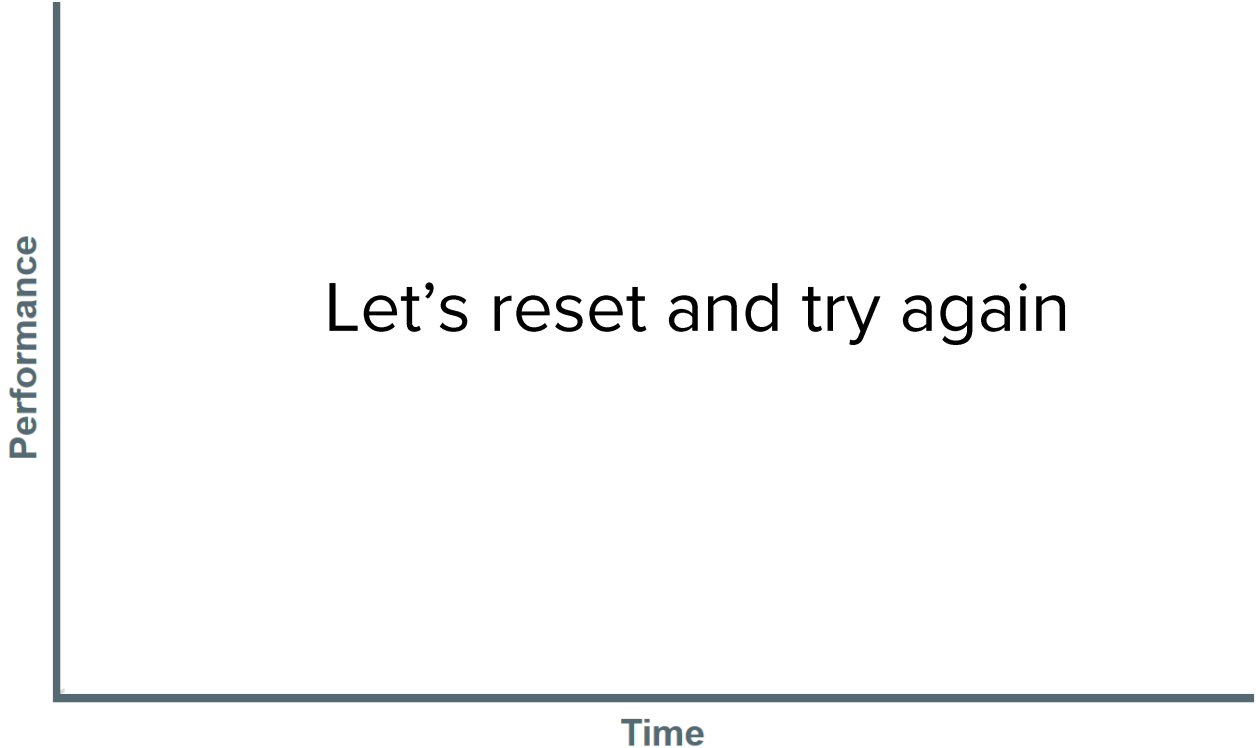
Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Milestone 2
First month at quota

Milestone 3
Three successive quota months
① ② ③

Milestone 1
First sale

Performance

Time

Curriculum Strategy: Chunk | Sequence | Layer

Content —— **Everything** the rep needs to know

Performance (vertical axis)

Time (horizontal axis)

This is what happens when we cram.

Oops! Takes too long!

Milestone 1

Curriculum Strategy: Chunk | Sequence | Layer

Content ——— **Everything** the rep needs to know

This is what happens when we cram.

Now chunked & sequenced

Still not good enough

Performance

Milestone 1

Time

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Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Let's reset and try again

Performance

Time

Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Need to Know

Need to Know

Milestone 1

Performance

Time

See the difference?

Just what's **needed** to get to **Milestone 1!**

Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Need to Know

Performance

Need to Know

Milestone 1

Now Chunked & Sequenced!
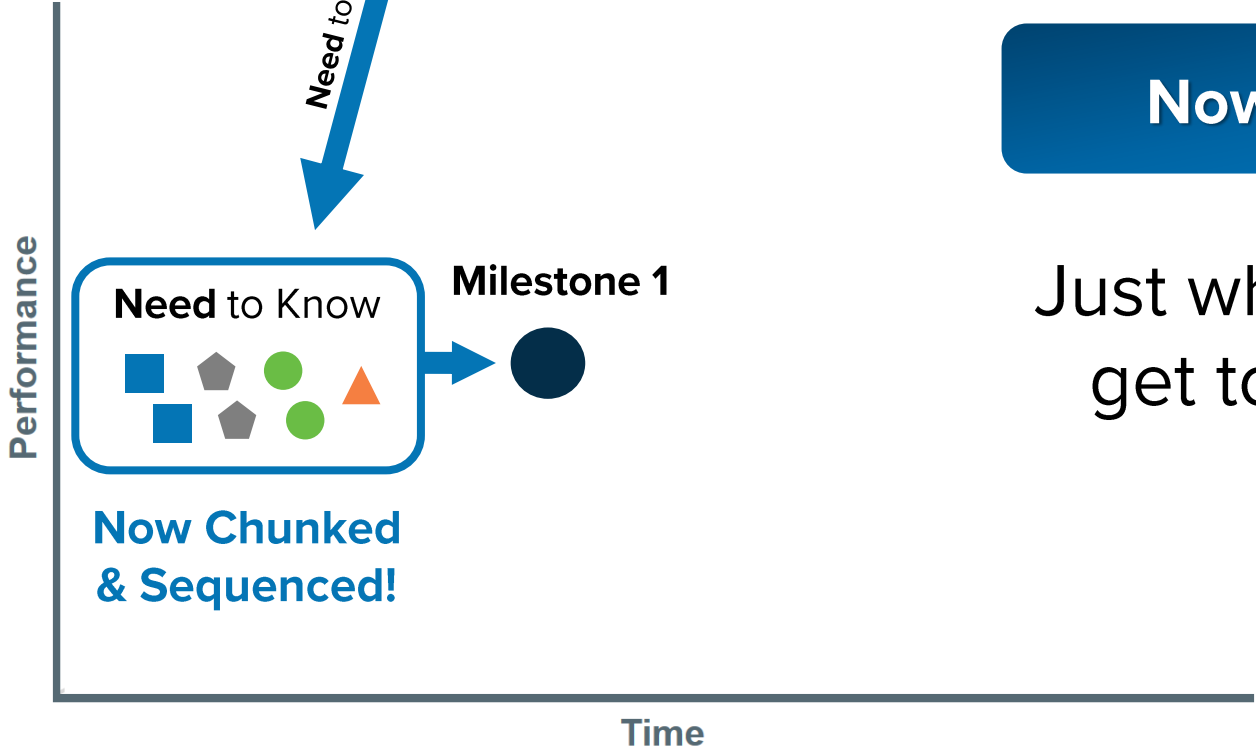
Time

Now even better!

Just what's **needed** to get to **Milestone 1!**

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Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Need to Know: Chunked & Sequenced

Milestone 1

Need to Know: Chunked, Sequenced & Layered

Milestone 2

Performance
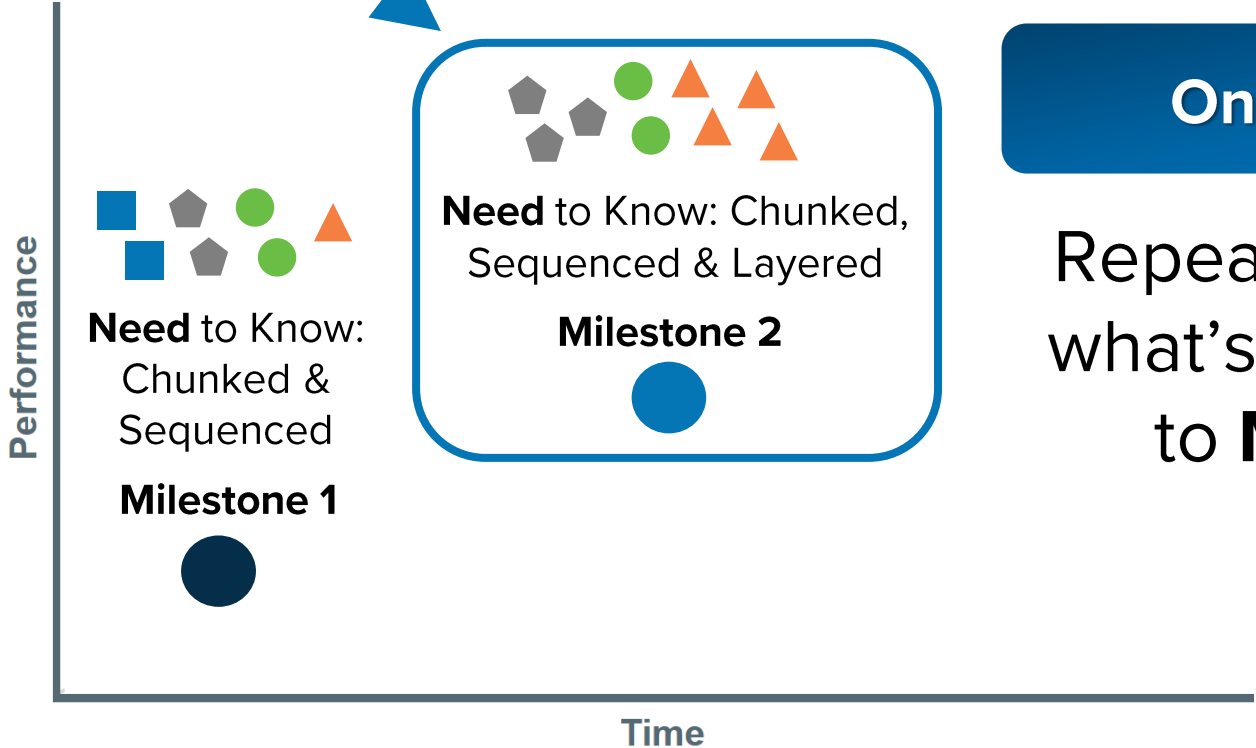
Time

One more time!

Repeat, layering, just what's **needed** to get to **Milestone 2**

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Curriculum Strategy: Chunk | Sequence | Layer

Content — **Everything** the rep needs to know

Everything here has now been taught, at the right time

Performance (vertical axis)

Need to Know: Chunked & Sequenced

Milestone 1

Need to Know: Chunked, Sequenced & Layered

Milestone 2

Need to Know: Chunked, Sequenced & Layered

Milestone 3

Last time for **Milestone 3!**

Time

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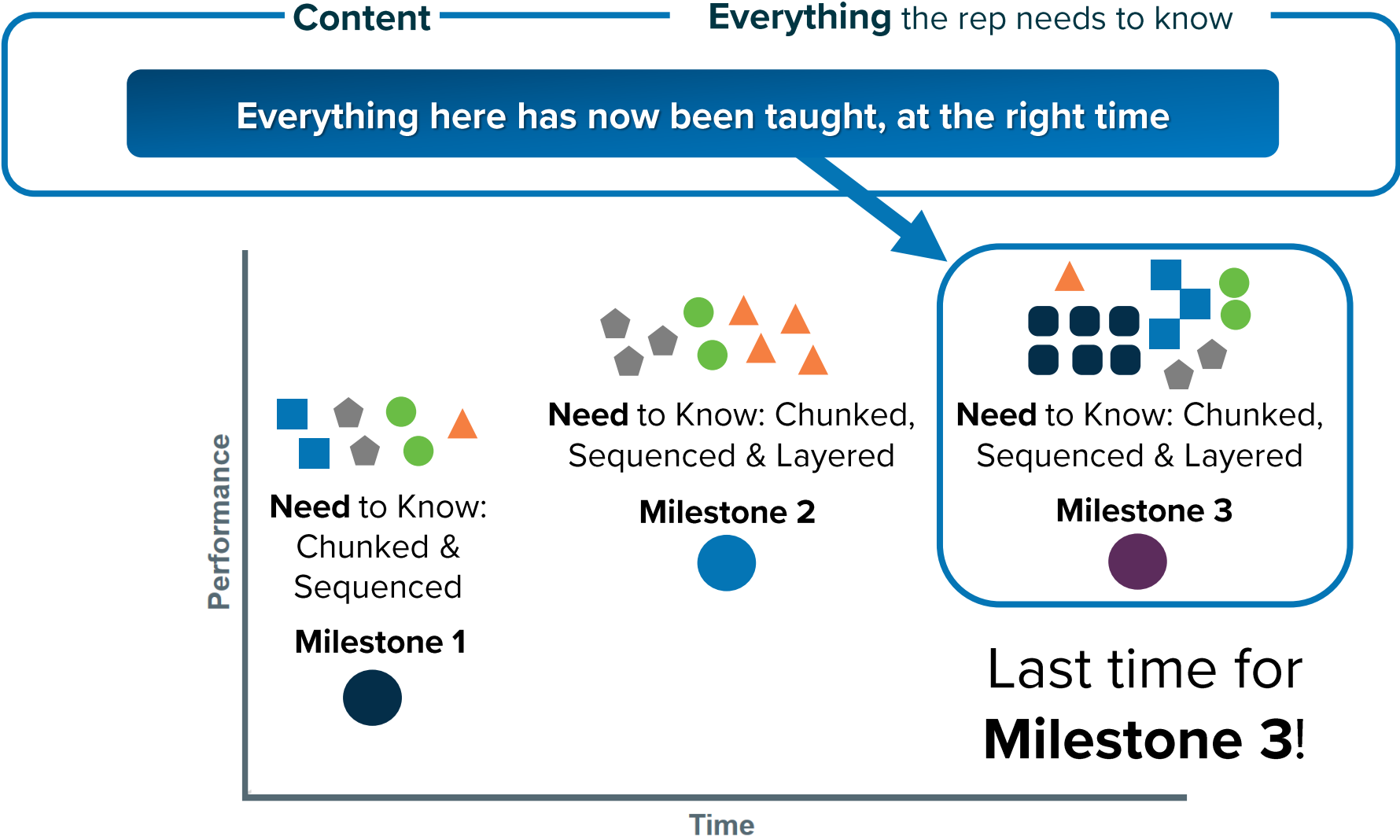
Curriculum Strategy: Chunk | Sequence | Layer

Example – Another View...

Content	Milestone 1
Process	◆ first 2 pipeline stages only
Tasks	◆ account selection ◆ sales research & discovery
Method	◆ prospecting ◆ leading discovery meetings
CRM	◆ log leads ◆ link research ◆ log contacts | actions
Solutions	◆ free assessment tool ◆ general services info
Collateral	◆ vertical research data ◆ case studies

Disclaimer: Not complete, just a partial example

Curriculum Strategy: Chunk | Sequence | Layer

Example – Another View...

Content	Milestone 1		Milestone 2
Process	◆ first 2 pipeline stages only	+	◆ remaining 4 pipeline stages
Tasks	◆ account selection ◆ sales research & discovery	+	◆ diagnostics/solutions ◆ CPQ/proposal dev
Method	◆ prospecting ◆ leading discovery meetings	+	◆ presentations ◆ negotiation
CRM	◆ log leads ◆ link research ◆ log contacts | actions	+	◆ opportunity management ◆ exit criteria logging
Solutions	◆ free assessment tool ◆ general services info	+	◆ XYZ services/solutions
Collateral	◆ vertical research data ◆ case studies	+	◆ XYZ documentation set ◆ XYZ outcomes study

Disclaimer: Not complete, just a partial example

Curriculum Strategy: Chunk | Sequence | Layer

Example – Another View...

Content	Milestone 1		Milestone 2		Milestone 3
Process	• first 2 pipeline stages only	+	• remaining 4 pipeline stages	+	• account management
Tasks	• account selection • sales research & discovery	+	• diagnostics/solutions • CPQ/proposal dev	+	• territory management
Method	• prospecting • leading discovery meetings	+	• presentations • negotiation	+	• uptiering • referrals
CRM	• log leads • link research • log contacts | actions	+	• opportunity management • exit criteria logging	+	• account analytics • industry trends • alerts
Solutions	• free assessment tool • general services info	+	• XYZ services/solutions	+	• XYZ add-ons • full solution set for ABC
Collateral	• vertical research data • case studies	+	• XYZ documentation set • XYZ outcomes study	+	• ABC documentation set

Disclaimer: Not complete, just a partial example

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Curriculum Strategy: Chunk | Sequence | Layer

Chunk/sequence/layer by sales process & methodology

Map out the entire customer lifecycle

- Sales process = stages that a sale progresses through to a decision
- Sales methodology = what a rep does in each stage
- Map your customer lifecycle: lead-gen through strategic account management

Teach business process and workflow

- Simulate the real-world activities in the training, following the sales process stages
- Teach the best practice methodology in each stage
- Use as much roleplay/simulation as possible (flipped classroom) with feedback, coaching and learning/practice loops.

https://www.linkedin.com/pulse/align-sales-performance-ecosystem-your-customer-lifecycle-mike-kunkle
https://www.linkedin.com/pulse/20140914192639-834966-how-to-build-a-blended-sales-training-curriculum
https://www.mikekunkle.com/2018/04/08/sales-leaders-its-time-to-get-serious-about-purposeful-practice-skill-mastery/
https://www.mikekunkle.com/2018/07/21/maximizing-the-power-of-role-play-and-sales-simulations/

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Curriculum Strategy: Chunk | Sequence | Layer

A word about product training

Treat it the same as everything else – stop over-training product

- What do reps need to know and do to get to each level?

- Chunk, sequence and layer that and teach appropriately. With highly-complex products, plan how you will support reps (sales engineers, a buddy system, mentors, managers, a deal desk, performance support, great collateral, etc.).

- Get off "FAB training" quickly and onto "Scenario Training" (client simulations and use cases)

- Consider using a Buyer-Centric Messaging Matrix...

https://www.mikekunkle.com/2018/07/03/stop-product-training/
https://www.mikekunkle.com/product-training-rubric/

Curriculum Strategy: Chunk | Sequence | Layer

A word about product training

Buyer-Centric Messaging Matrix – Preparing for Better Business Conversations (By Product)

| BUYER PERSONAS	COIN-OP • Challenges • Opportunities • Impacts • Needs • Outcomes • Priorities	Value Drivers • Business • Experiential • Aspirational • Personal	Buyer Type • Financial • Feasibility • Functional	Metrics & how they are measured	POSE Value Stories (messaging) to capture interest based on COIN-OP and other factors to the left.	Targeted discovery questions based on COIN-OP and other factors to the left.	How to demo/present based on COIN-OP and other factors to the left.	How to build solutions to address COIN-OP and other factors to the left.	Common concerns and how to resolve them	Competitors and how to position against them	How you enable the Outcomes they want in their Value Driver language.
Persona 1											
Persona 2											
Persona 3											
Persona 4											
Persona 5											

POSE: Problem | Outcome | Solution | Explore
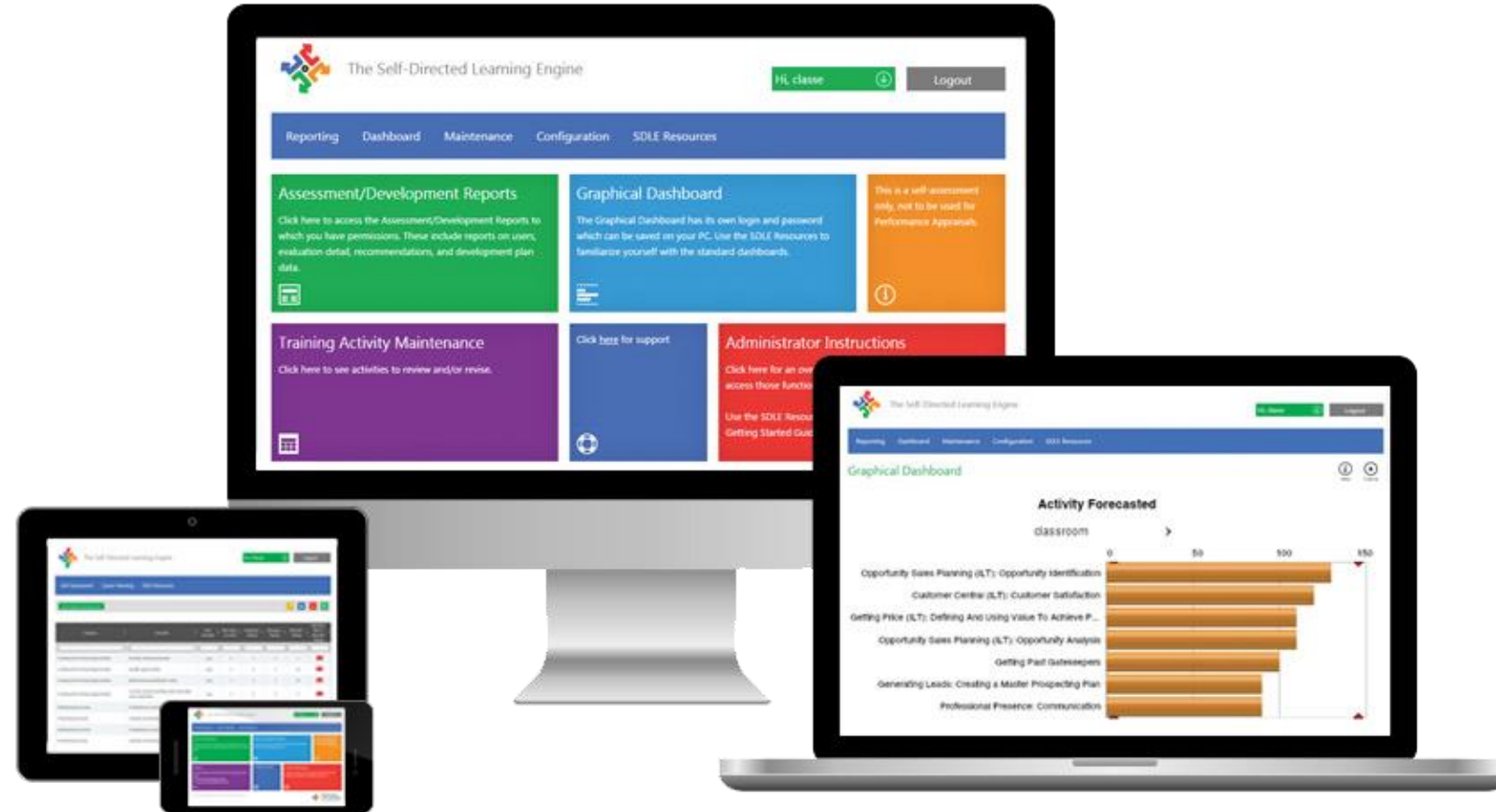
Modern Learning Methods

Modern Learning Methods

This is a combination of learning methods that make-up a compelling learning experience and produce good business results.
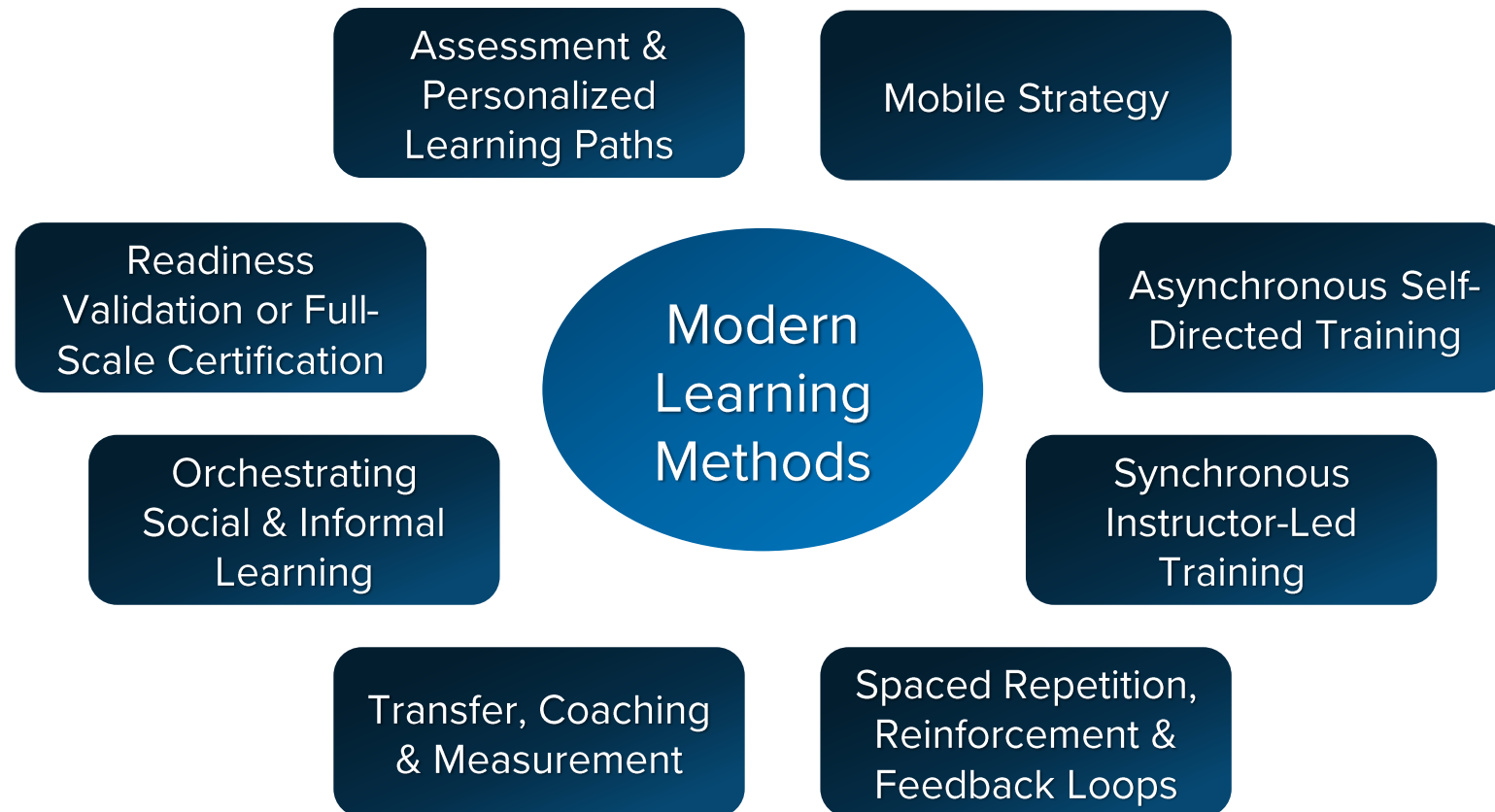
Modern Learning Methods

Competency assessments and personalized learning paths

https://skilldirector.com/

Modern Learning Methods

Access strategy

- Available anywhere, anytime, any device

Laptop

Desktop

Tablet

Phone

https://www.allego.com/

Modern Learning Methods

Asynchronous self-directed training

- On my own
- Still guided or supported
- Maybe "just-for-me"

Modern Learning Methods

Synchronous ILT / Live training

◆ Virtual and Classroom ILT

- "Flip it" whenever you can

- Use live training for the type of...

  ◆ Practice

  ◆ Feedback

  ◆ Coaching or

  ◆ Discussions...

  ...that can't be done effectively in asynchronous mediums

**Note:** Almost anything can be done virtually now

Modern Learning Methods

Guidance on Leading Effective Virtual (vILT) Sessions

- Webcams on
- When speaking to someone, look right at the camera to "make eye contact"
- Use shorter bursts of content
- Ask questions to engage people
- Use polls to gauge reactions or test recall
- Use names more often
- Forecast your next move… "in a minute [Name], I'll ask you [this], but first…"
- Show brief videos or do demonstrations

Modern Learning Methods

Use spaced repetition, retrieval learning, reinforcement, and feedback loops

https://www.allego.com/resources/whitepaper-forgetting-curve/
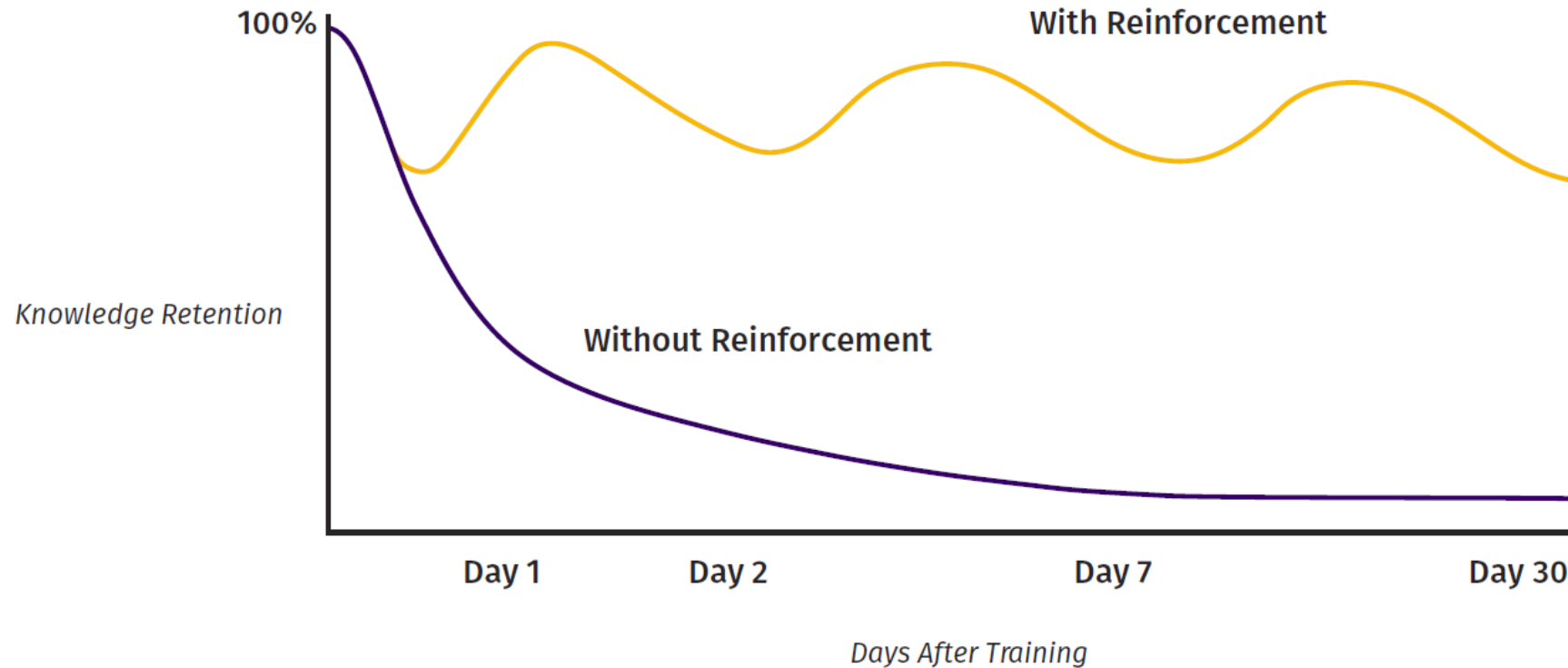
Modern Learning Methods

Orchestrate social collaboration / informal learning

- Promote and track informal learning:
  - Utilize a Buddy System
  - Sharing between colleagues, top producers, SMEs, executives, sales enablers

- Source and moderate "best practice" content
  - Ensure you don't have "the blind leading the blind," or the "one-eyed king"
  - Encourage reflection on their own experience and sharing

- Try structured OJT to drive better experiential learning

- Incorporate throughout the course of everyday work life

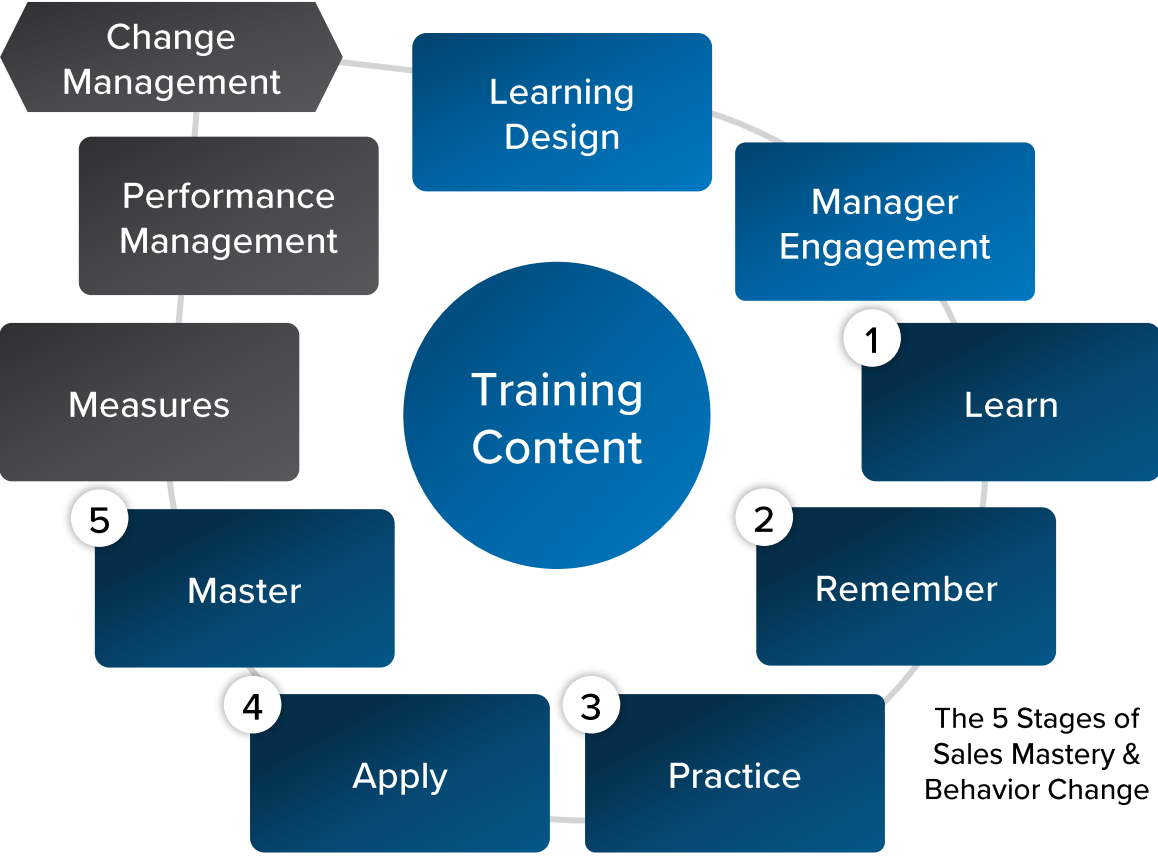| Buddy System | Colleagues' Perspective | Experience, Reflection & Sharing | Structured OJT | Record Live Meetings |

Modern Learning Methods

Consider readiness validation or full-scale certification

Execution: A Systems Approach

The Sales Training System

Change Management

Performance Management

Measures

Learning Design

Manager Engagement

Training Content

1 Learn

2 Remember

3 Practice

4 Apply

5 Master

The 5 Stages of Sales Mastery & Behavior Change

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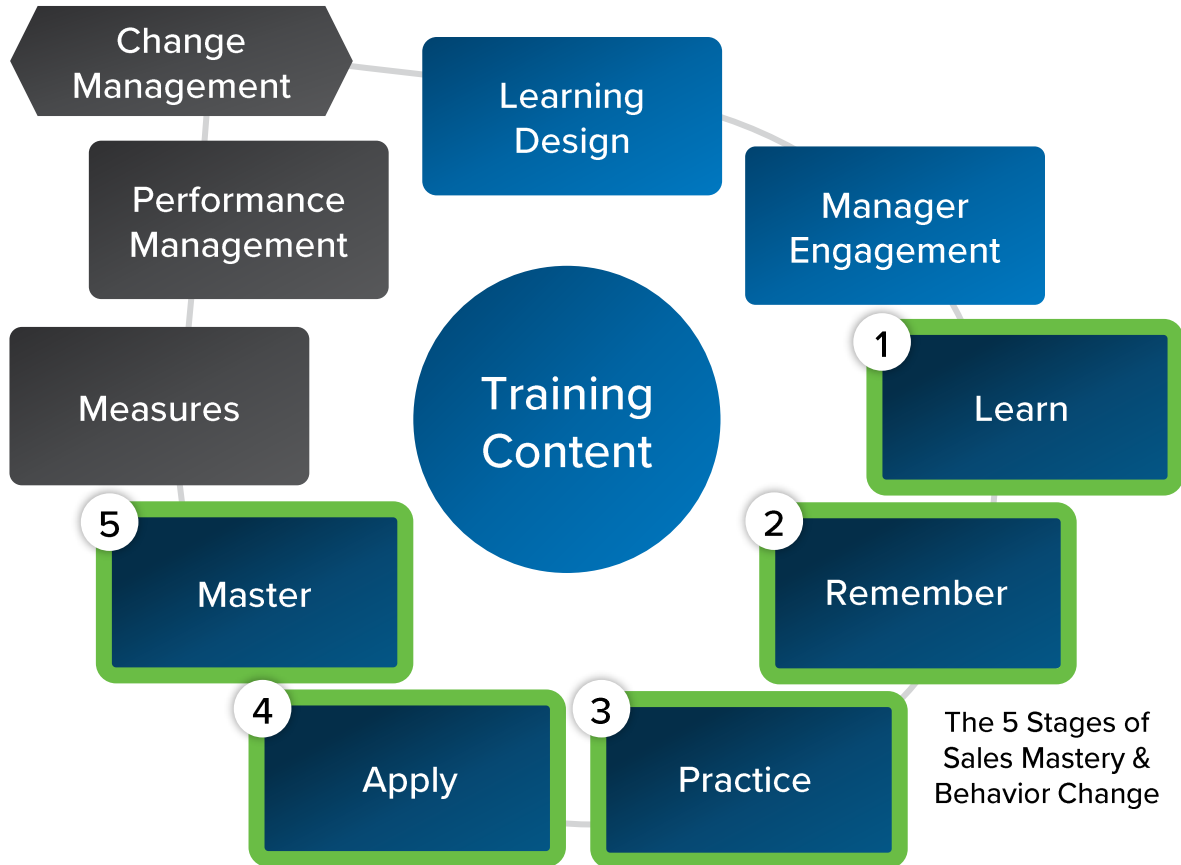
The Sales Training System: Prepare for Change
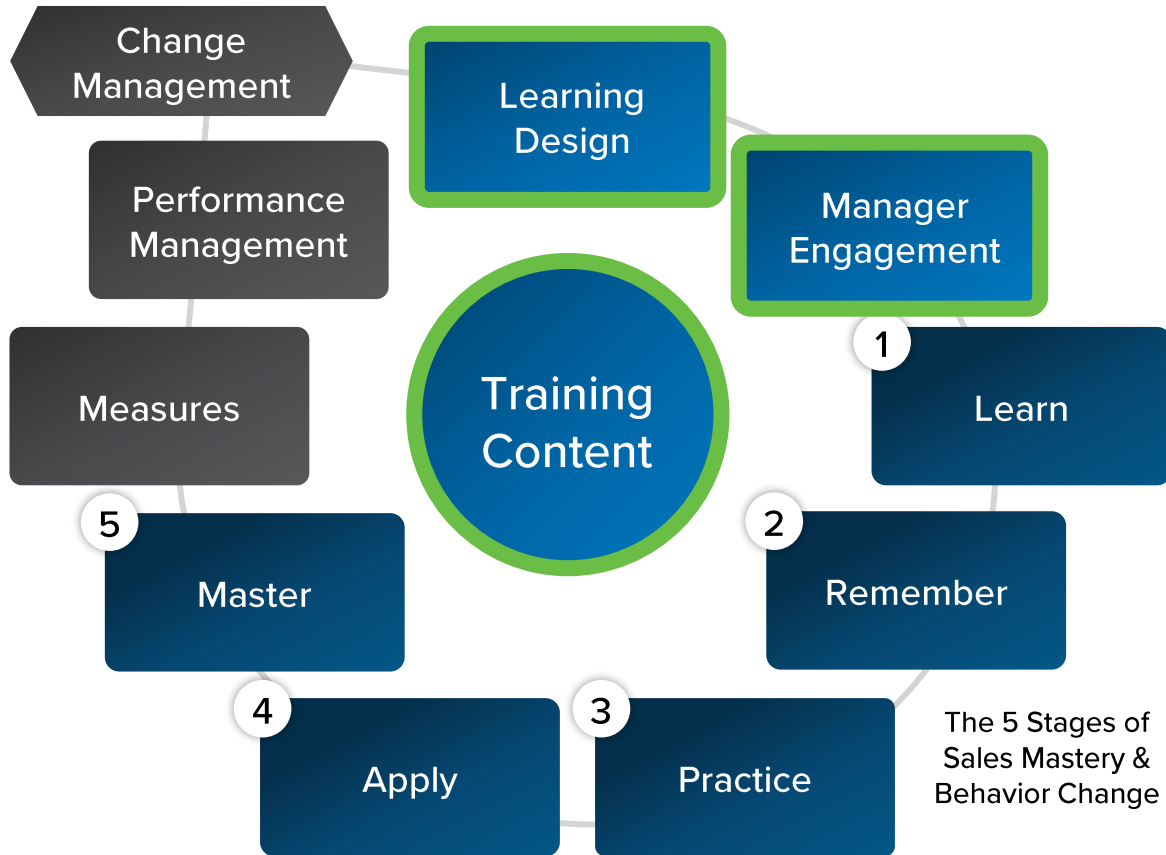
Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

The 5 Stages of Sales Mastery & Behavior Change

The Sales Training System: Guide the Change

Change Management

Performance Management

Measures

Learning Design

Manager Engagement

Training Content

1. Learn
2. Remember
3. Practice
4. Apply
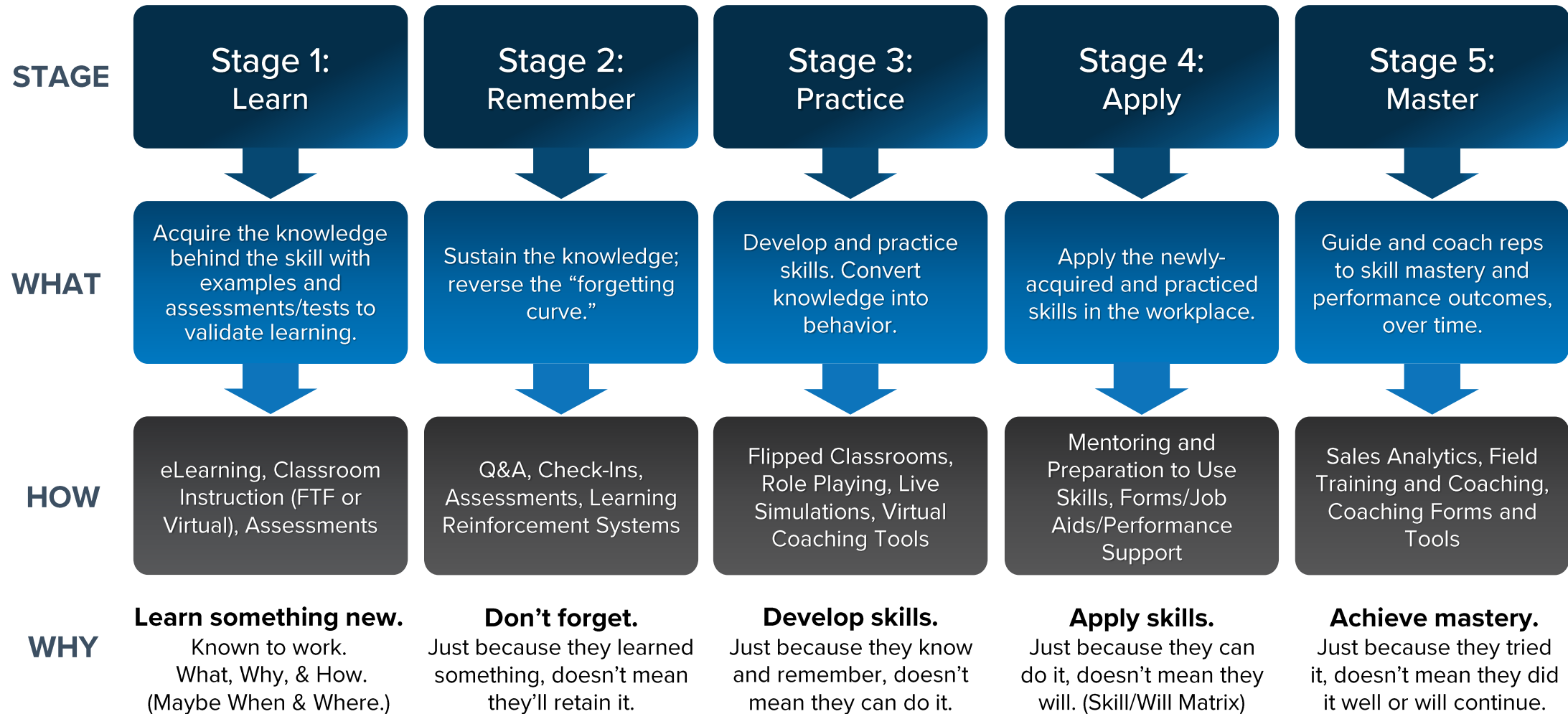5. Master

The 5 Stages of Sales Mastery & Behavior Change

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

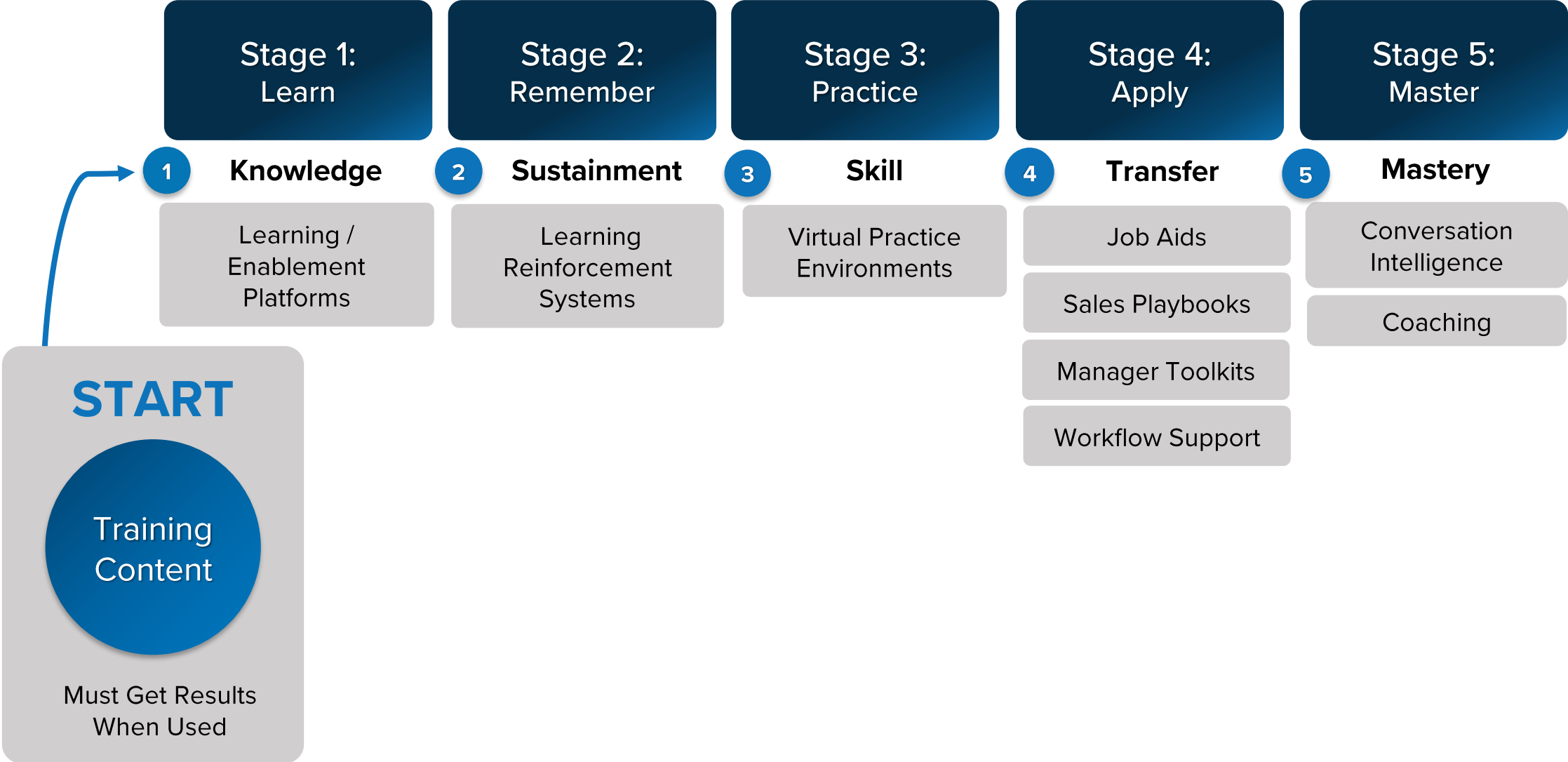## Guide the Change

- Teach the content, validate learning occurred
- Sustain the knowledge
- Develop skills (practice with expert feedback loops)
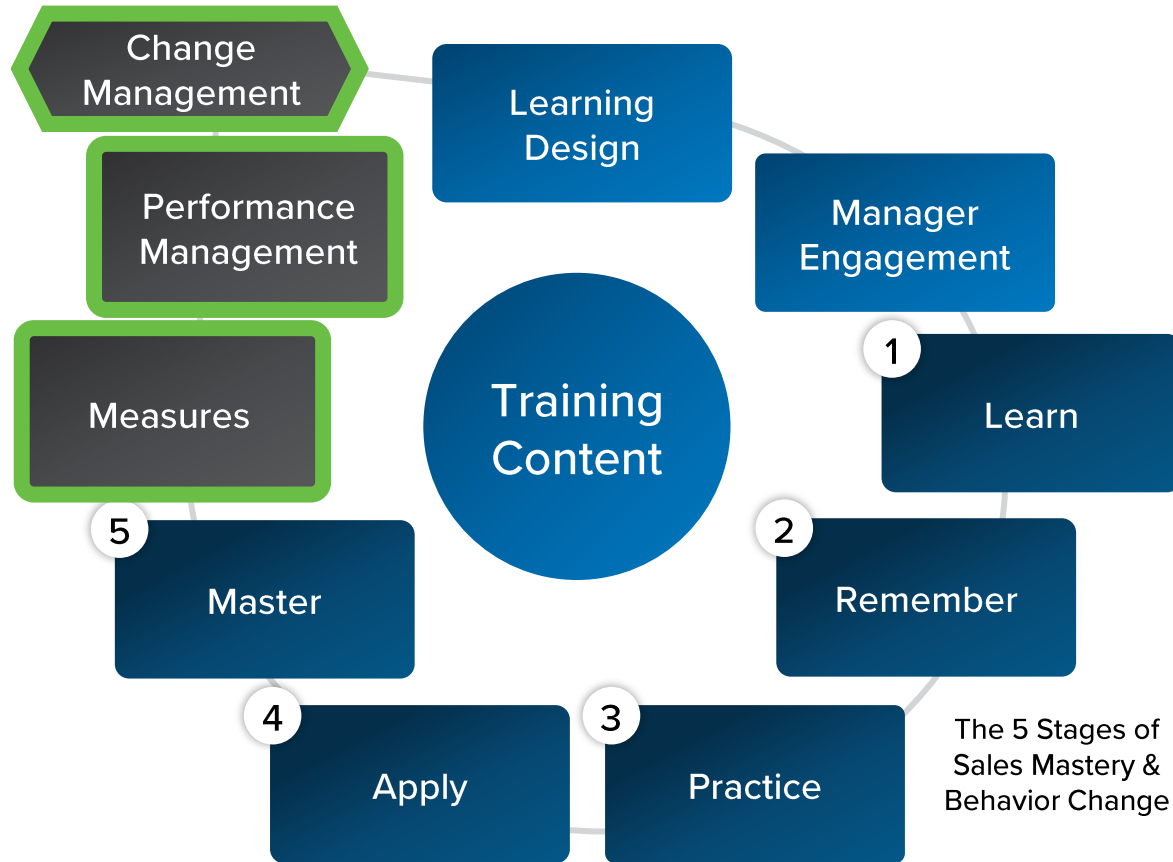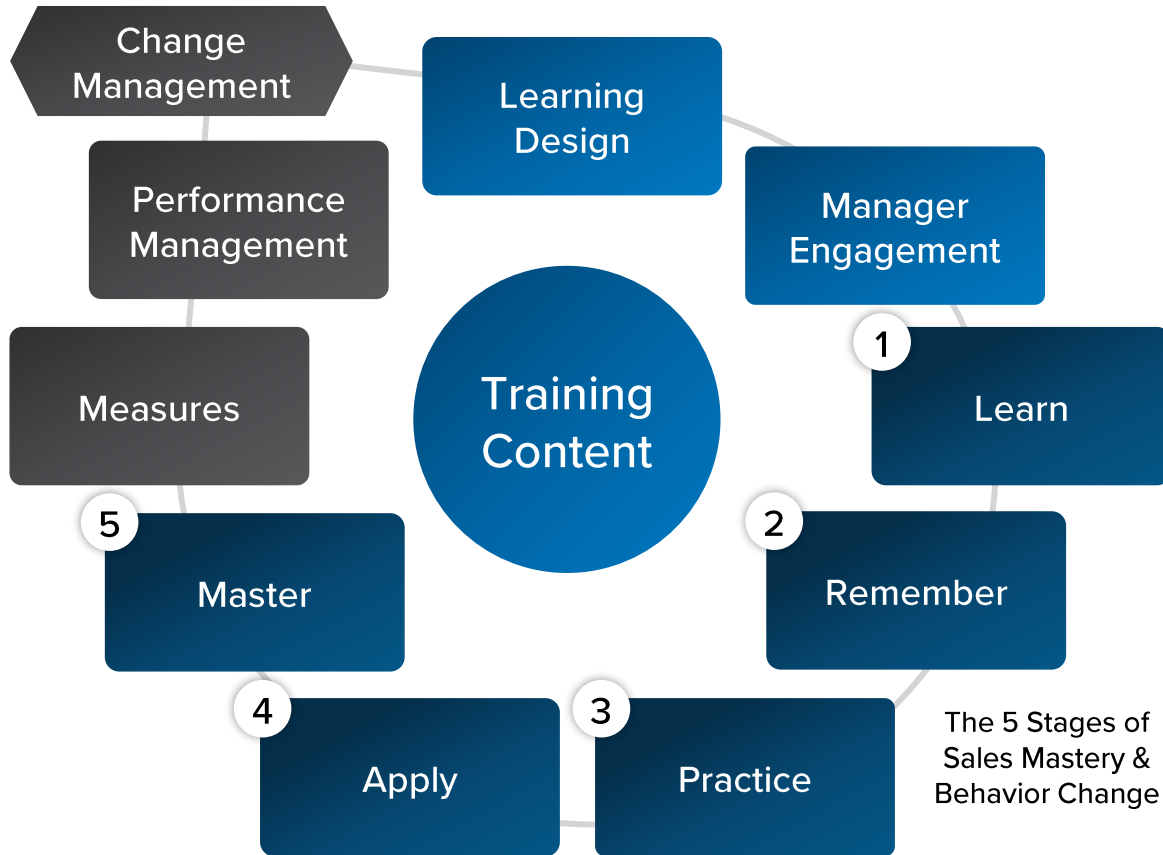- Transfer and apply skills on the job
- Coach to mastery over time

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The 5 Stages of Sales Mastery & Behavior Change (Detail)

STAGE	Stage 1: Learn	Stage 2: Remember	Stage 3: Practice	Stage 4: Apply	Stage 5: Master
WHAT	Acquire the knowledge behind the skill with examples and assessments/tests to validate learning.	Sustain the knowledge; reverse the "forgetting curve."	Develop and practice skills. Convert knowledge into behavior.	Apply the newly-acquired and practiced skills in the workplace.	Guide and coach reps to skill mastery and performance outcomes, over time.
HOW	eLearning, Classroom Instruction (FTF or Virtual), Assessments	Q&A, Check-Ins, Assessments, Learning Reinforcement Systems	Flipped Classrooms, Role Playing, Live Simulations, Virtual Coaching Tools	Mentoring and Preparation to Use Skills, Forms/Job Aids/Performance Support	Sales Analytics, Field Training and Coaching, Coaching Forms and Tools
WHY	**Learn something new.** Known to work. What, Why, & How. (Maybe When & Where.)	**Don't forget.** Just because they learned something, doesn't mean they'll retain it.	**Develop skills.** Just because they know and remember, doesn't mean they can do it.	**Apply skills.** Just because they can do it, doesn't mean they will. (Skill/Will Matrix)	**Achieve mastery.** Just because they tried it, doesn't mean they did it well or will continue.

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How Sales Tools/Services Can Support The 5 Stages

Stage 1: Learn	Stage 2: Remember	Stage 3: Practice	Stage 4: Apply	Stage 5: Master
1 Knowledge	**2** Sustainment	**3** Skill	**4** Transfer	**5** Mastery
Learning / Enablement Platforms	Learning Reinforcement Systems	Virtual Practice Environments	Job Aids	Conversation Intelligence
			Sales Playbooks	Coaching
			Manager Toolkits	
			Workflow Support	

START

Training Content

Must Get Results When Used

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The Sales Training System: Cement the Change

Change Management

Performance Management

Measures

Learning Design

Manager Engagement

Training Content

1 Learn

2 Remember

3 Practice

4 Apply

5 Master

The 5 Stages of Sales Mastery & Behavior Change

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

Guide the Change

- Teach the content, validate learning occurred
- Sustain the knowledge
- Develop skills (practice with expert feedback loops)
- Transfer and apply skills on the job
- Coach to mastery over time

Cement the Change

- Get metrics and measures in place
- Manage to behavior and performance expectations
- Lead and manage the change until it cements in the culture

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The Sales Training System

Change Management

Performance Management

Measures

Learning Design

Manager Engagement

Training Content

1 Learn

2 Remember

3 Practice

4 Apply

5 Master

The 5 Stages of Sales Mastery & Behavior Change

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

Guide the Change

- Learn: Train the content, validate learning occurred
- Remember: Sustain the knowledge
- Practice: Develop skills (practice with expert feedback loops)
- Apply: Transfer and apply skills on the job
- Master: Coach to mastery over time

Cement the Change

- Get metrics and measures in place
- Manage to behavior and performance expectations
- Lead and manage the change until it cements in the culture

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Summary: Key Differentiators

- *[Get Sales Hiring Right] – see Appendix*
- **Stop** the Insanity (Avoid Failure)
- Set **Performance Milestones**
- Use Top-Producer or Proven **Content**
- Focus on **Need-to-Know** by Milestone
  - Curriculum strategy: Chunk | Sequence | Layer
  - Teach business and sales process, left-to-right
- Maximize **Modern Learning** Methods
  - Virtual learning and personalized paths
  - Practice and feedback loops
- **Execute** with Discipline (Systems Approach)
  - Supported by a **Sales Training System**.

Appendix

Additional Content for Sales Onboarding

Hiring Right is the First Step of Effective Onboarding

Hire the right reps

Train the sales competencies

Train frontline sales managers

Align compensation

Competencies Behaviors Traits	Sales planning	Territory management	Consultative selling
Account selection	Technology & tool use	Pipeline management	Account development

What & how to train

How to diagnose gaps

How to coach

How to manage performance

Remove policy & SOP barriers

Fine-tune sales support

Develop sales analytics

Note: These performance levers are just examples and may _not_ be right for your organization.

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Hiring Right is the First Step of Effective Onboarding

Determine Sales Competencies

Determine Traits & Mindsets

Create Job Documentation

Select Psychometric Assessments

Consider Behavioral Interviewing

Consider Hypothetical Questions

Consider Skill Validations

Consider Background & Reference Checks
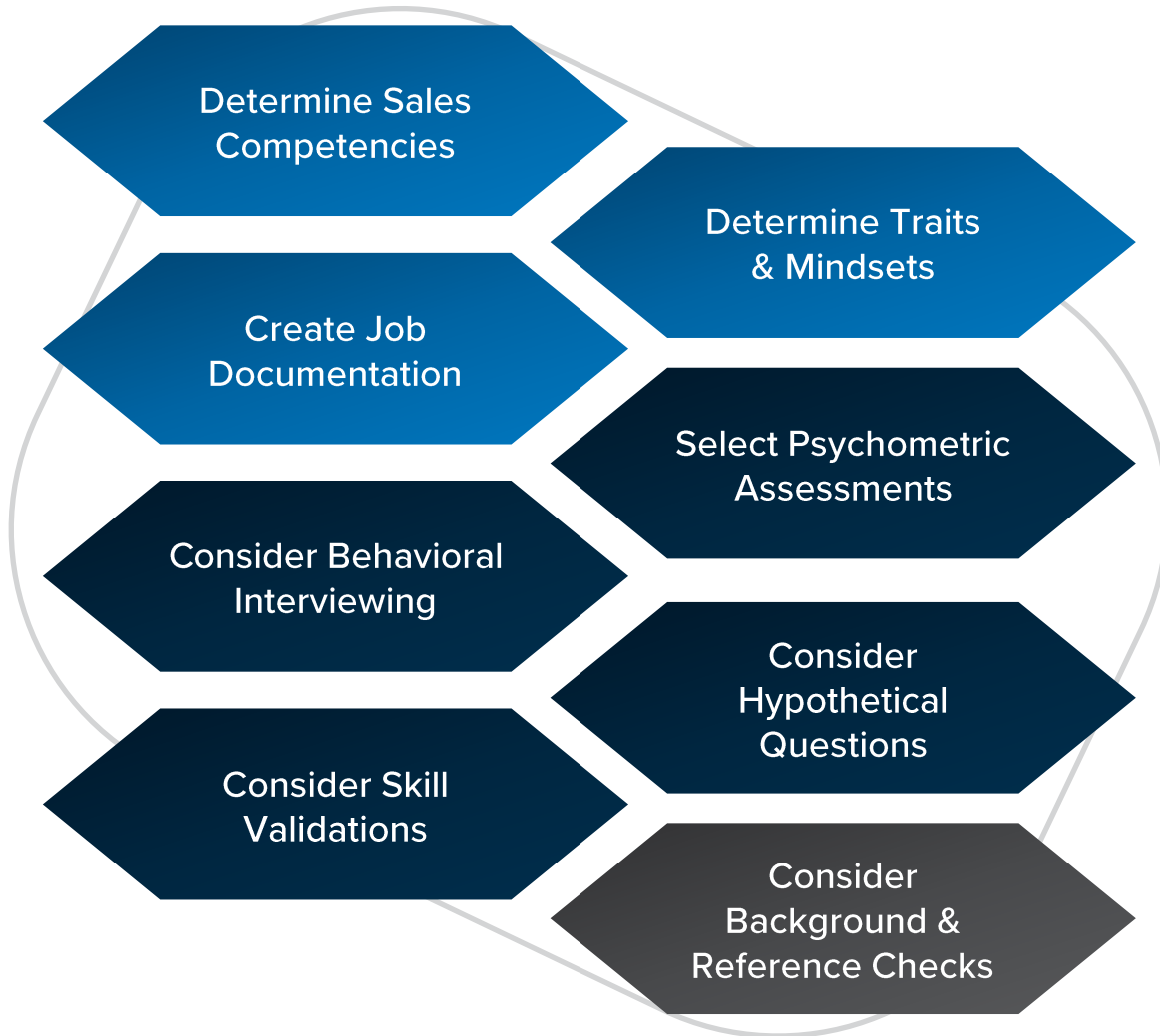
Set Up The Right System for Your Company

- ◆ Determine the sales competencies required for success in each sales role
- ◆ Determine the top-producer traits for success (mindsets, beliefs, and behaviors – not personality)
- ◆ Create job documentation (includes sourcing strategy and recruiting ads)
- ◆ Select psychometric assessments
  - Look for: Sales-specific, normative, customizable, statistically validated by a reliable and neutral third-party, with high predictive validity
  - See: http://bit.ly/ModernScience-SalesSelection and SPARXiQ TalentGPS
- ◆ Create a behavioral interviewing approach and guides
- ◆ Consider hypothetical questions to assess situational judgment
- ◆ Consider skill validations (role plays) or assignments and activities with scoring
- ◆ Research background & reference checks

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Sales Velocity (What is it, really?)

Number of opportunities

Average deal size

Win rate %

$$SV = \frac{\# \times \$ \times \%}{L}$$

Average sales cycle

# Opps		Avg Deal $		Win Rate %		Cycle Length		Sales Velocity
25	x	$ 75,000	x	30%	÷	90 days	=	$ 6,250

Sales Management System

Remove Barriers to FLSM Engagement

Sales Hiring

Sales Management Operating System

Sales Process	Sales Methodology	Customer Lifecycle	**Activities**	Account Assignments Territory Optimization Quota & Goal Setting Lead Management Opportunity Qualification Opportunity Management Pipeline Management Forecast Management Account Management
			Meetings	Team Meeting Pipeline Meeting Forecast Meeting 1:1 Observe & Coach Best Practice Sharing

Sales Coaching Framework

Sales Analytics & ROAM	Performance Analysis & Solutions	Field Training & Coaching

Sales Performance Management

Sales & Management Technology

- Remove barriers to front-line sales manager engagement
- Help managers master their part in your sales hiring system

Sales Management Operating System (smOS)

- Master Sales Process and Sales Methodology within your Customer Lifecycle
- **Activities:** Ensure best practices are in place and executed effectively for all sales management activities (activities, practices, and cadences vary by company)
- **Meetings:** Conduct recurring team and rep meetings effectively, in the right rhythm (meetings and cadences vary by company)
- **Sales Coaching Framework:**
  - **Diagnose:** Master sales analytics and the ROAM Method
  - **Plan:** Use performance analysis to select the right solution
  - **Do/Review:** Develop field training and sales coaching skills
- Master their part in Sales Performance Management
- Master all business, sales, and sales enablement technology

Sales Coaching System

Sales Coaching Excellence™
The path to a best-in-class sales force!

Additional Resources for Sales Enablement

- Watch this webinar: http://bit.ly/SMMwebinar-08152018
- ATD Sales Enablement Community: https://www.td.org/topics/sales-enablement
- ATD's World-Class Sales Competency Model
- Sales Enablement Society: https://www.sesociety.org/home
- Community for Sales Enablement Professionals: http://www.salesenablement.com/
- Demand Metric Resources: https://www.demandmetric.com/premium-content/Sales%20Enablement
- Forrester: https://www.forrester.com/search?tmtxt=%22sales+enablement%22
- Gartner: https://www.gartner.com/en/conferences/na/sales-us
- IDC: https://www.idc.com/prodserv/custom_solutions/pages/plan/sales-sd.jsp
- Aberdeen: http://www.aberdeen.com/
- Aragon: https://aragonresearch.com/cso/
- Read these books:
  - The Building Blocks of Sales Enablement: https://www.amazon.com/Building-Blocks-Sales-Enablement/dp/1952157625/
  - https://www.amazon.com/Sales-Enablement-Framework-Empower-World-Class/dp/1119440270/
  - https://www.amazon.com/Sales-Enablement-Playbook-Cory-Bray-ebook/dp/B073QBKZG6/
  - https://www.amazon.com/Enablement-Mastery-Business-Processes-Priorities/dp/1626345740/
  - https://www.amazon.com/Andris-A.-Zoltners/e/B001JSA6FG/

Additional Resources for Onboarding

New employee orientation
- http://www.shrm.org/about/foundation/products/documents/onboarding%20epg-%20final.pdf
- http://humanresources.about.com/od/retention/a/keepnewemployee.htm
- https://www.td.org/talent-development-glossary-terms/what-is-onboarding?/?source=mikekunkle
- https://www.td.org/Education/Programs/New-Employee-Onboarding
- https://www.td.org/Publications/Books/New-Employee-Orientation-Training
- https://www.td.org/Publications/Magazines/TD/TD-Archive/2012/09/New-Hire-Onboarding-Common-Mistakes-to-Avoid
- http://opensiuc.lib.siu.edu/cgi/viewcontent.cgi?article=1081&context=ojwed
- http://v1.aberdeen.com/launch/report/benchmark/8383-RA-strategic-onboarding-talent.asp
- http://v1.aberdeen.com/launch/report/research_report/9865-RR-twentyfirst-century-onboarding.asp
  https://skilldirector.com/personalized-learning (for competency assessments with custom learning plans)

Measurement: lead and lag indicators
- http://kpilibrary.com/topics/lagging-and-leading-indicators
- http://www.slideshare.net/ianjseath/understanding-lead-and-lag-indicators
- http://blogs.salesforce.com/company/2012/11/the-power-of-key-performance-indicators.html
- http://www.insightsquared.com/2013/06/leading-vs-lagging-sales-performance-analytics/
- https://www.richardson.com/PageFiles/3300/verifiable_outcomes_download.html

Additional Resources for Onboarding

Supporting sales onboarding
- http://www.salesbenchmarkindex.com/onboarding-new-sales-reps
- http://www.silkroad.com/hr-solutions/talent-acquisition/silkroad-onboarding/
- http://www.successfactors.com/en_us/solutions/talent/onboarding.html

Sales Training Systems
- http://bit.ly/MKLI-StopSalesTraining
- http://bit.ly/SalesLearningSystems
- http://bit.ly/RedesigningSalesTraining
- https://www.linkedin.com/pulse/align-sales-performance-ecosystem-your-customer-lifecycle-mike-kunkle
- https://www.linkedin.com/pulse/20140914192639-834966-how-to-build-a-blended-sales-training-curriculum

General sales onboarding
- https://www.td.org/talent-development-glossary-terms/what-is-onboarding?/?source=mikekunkle
- http://appnetic.com/6-must-read-articles-sales-rep-onboarding-pitfalls-solutions/
- http://blog.bridgegroupinc.com/inside-sales-onboarding
- http://www.tableau.com/learn/webinars/new-hire-sales-onboarding-and-enablement-best-practices
- http://www.peaksalesrecruiting.com/six-onboarding-tools-to-train-new-sales-hires/
- http://salesmanagement.org/webcasts/single-article/research-update-on-sales-onboarding-practices
- http://www.slideshare.net/GPStrategies/challengesandopportunitiesinsalesnewhireonboardingtraining.

We're Here to Help!

iQ ADVISORY SERVICES

Need support with something for *your* sales transformation?

➡ Email: **hello@sparxiq.com** or

➡ Visit: **https://sparxiq.com/contact-us**

What Exactly Does iQ ADVISORY SERVICES Mean?

Our expert consultants are available on a subscription, retainer, or project basis to:

- **Offer guidance and advice**
- **Share best practices (and research, when available)**
- **Suggest caution to avoid unnecessary risks**
- **Provide frameworks, models, and approaches…**

… for sales effectiveness, sales enablement, sales talent management, sales training, sales operations, sales coaching and management, and general sales performance improvement.

About Mike & SPARXiQ

Mike Kunkle

VP, Sales Effectiveness Services

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Mike Kunkle is a respected sales transformation architect and an internationally-recognized expert on sales training, sales effectiveness, and sales enablement.

Mike has spent 37 years in the sales profession and 27 years as a corporate leader or consultant, helping companies drive dramatic revenue growth through best-in-class training strategies and proven-effective sales transformation systems. At one company, as a result of six projects, he and his team enabled an accretive $398MM in revenue, year-over-year. At another, new sales reps with 120 days on the job were outperforming incumbent reps with five years with the company.

Mike is the founder of Transforming Sales Results, LLC, and today works as the Vice President of Sales Effectiveness Services for SPARXiQ, where he advises clients, publishes thought leadership, speaks at conferences, leads webinars, develops sales training courses, delivers workshops, and designs and implements sales enablement systems that get results. He collaborated with co-author Doug Wyatt to develop SPARXiQ's Modern Sales Foundations™ curriculum and also authored SPARXiQ's Sales Coaching Excellence™ course. His book on *The Building Blocks of Sales Enablement* is available on Amazon.

Connect with Mike & Follow His [Mostly Free] Content

SPARXiQ Blog	https://sparxiq.com/author/mikekunkle
Sales Effectiveness Straight Talk Webinars	https://bit.ly/MikeKunkle-OnDemand (60 Free Recorded Webinars)
The Building Blocks of Sales Enablement Book	https://bit.ly/BBofSE (Paperback and Kindle)
Mike's LinkedIn Articles	http://bit.ly/MK-LinkedInArticles
Mike's LinkedIn Profile	https://www.linkedin.com/in/mikekunkle
Mike on Twitter	https://twitter.com/mike_kunkle

Experience & Results

Experience (Employers & Clients)

- Sales Profession: 37 years (both B2C & B2B)
- 27 years leading corporate sales performance improvement functions and 9 years leading consulting projects
- Technology/software companies: 10 years (3 years at a start-up)
- Financial services: 9 years
- Pharma/healthcare: 5 years
- Managed 2 P&Ls ($8MM and $22MM)
- Lead departments of up to 30 FTE
- Served sales forces from 5 to 6,000 FTE
- Roles/titles: sales training, sales effectiveness, sales performance development, sales management development, sales enablement – at manager, director & VP levels

Results

- Decreased new-hire sales rep ramp-up time by 23%, 34%, 47%, 52%
- At 120 days, new reps outperformed a control group of 5-year reps by 21%
- $398MM YoY revenue increase, $9.96MM net profit increase
- Increased sales/rep in the 90 days after training by 2.3/month – avg. increase of $183k/class or $36.6MM/year
- Improved average profitability/new reps by 11%
- Improved win-rate by 16%
- Increased quota attainment by 36% YOY