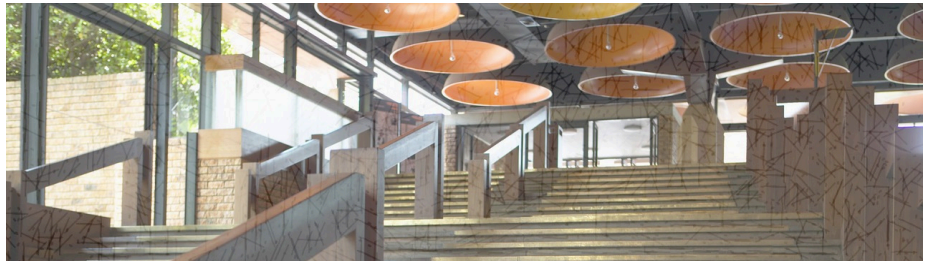




# Will You Survive the Revolution?



Let's consider some questions about our sales leaders:

- 1 Is the sales organisation delivering their number?
- 2 Do they have the business acumen that you and your customers need?
- 3 Are they managing your sales funnel or pipeline and giving you accurate data?
- 4 Have you promoted the BEST salesperson to be a struggling sales manager?

... and more on page 4

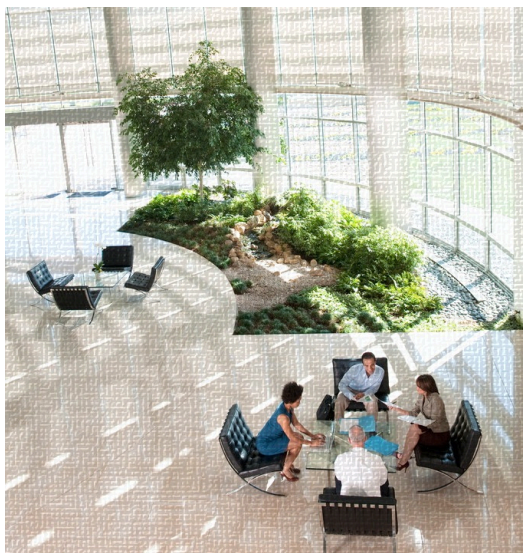
## “Are we changing sufficiently? If we don't, will we survive?”

The world of business is in constant change and flux. That's a statement that we hear constantly, in every country in which we work. It is self-evident. It is also abundantly true. And yet we don't always witness the change that is expected, or indeed required, within many organisations.

As the decision-making processes change within many companies – in response to changing regulations and increased monitoring by government agencies and shareholders alike – have you taken sufficient notice? There is a slowing down in decision making processes, combined with an increasing focus on risk; hence a significant change in the overall impact upon the behaviours and activities within a number of companies.

When we discuss this with many organisations, they nod in agreement and smile knowingly. However, when asked what changes they have made to their sales processes, we often receive a blank stare and an admission that they are starting to think about working on it.

When we ask – “what impacts do you believe this new reality will have on your company's sales funnel or pipeline?” – it appears to be a question that hasn't been considered by many senior executives.



“All things being equal, if we do more of what we used to do, we should therefore be okay. Right? I mean that is right ... isn't it?”

## How do companies communicate today?

I remember carbon paper. There, I have just dated myself considerably for many. When I explained carbon paper to my children, they thought it was yet another dad joke. “Dad, you are not serious!” A museum was the answer to that; they at least had some on display. THAT is carbon paper. THAT is a phone. No programs, no messaging, no apps, nothing but a device to carry the human voice from one human to another. A clear and simple means of communication.

In my very first job, I worked in a company that had its own printing room, with its own printer. In those days a printer was a human being trained to use the printing equipment, of which we seemed to have so many interesting pieces. Company messages were printed and handed out physically to everyone. If you weren't on the circulation list, then you had cause for concern about your employment status.

Decisions were arrived at slowly. Communication was slow. The world was slower, at least on the work front. It was pre-digital. No Internet. Mobile phones arrived eventually; they were like bricks and weighed about the same. Stock records were on cards. Sales reports were either hand written or typed on a typewriter, and yes carbon paper was used to provide a duplicate copy.

As you read this, I trust you appreciate that for many senior leaders or directors of the companies you regard as clients, this is a view of the world in which they started their careers. For many perhaps, the transition to digital is not as complete as you think it is.

There has been yet another Industrial Revolution. Many of us lived through it and didn't know it at the time. We witnessed it. We were a part of it. But has our decision-making capacity developed sufficiently for the new reality?



Is someone trying to sell me digital when my thinking process is still analogue?

If they are selling to me incorrectly, why would I listen?

Today our customers have so much unrelenting information at their fingertips. Constant, flooding, all consuming, unrelenting information.

Our systems are flooded daily with a white-water of data with which we need to contend. Swimming through this mass of data, we are all forced to arrive at decisions quickly. Instant responses, moving on to the next item, giving quick decisions. Just give a decision. As long as no one dies, make the decision and move on. We can always clean up later if we have to, right? Hundreds of decisions, hundreds of data points, hundreds of questions. If we can avoid a decision, do we? Should we? Statistically, often your customers do exactly that. No decision.

This impacts directly on the accurate sales forecast numbers on which you rely. What is the accuracy like in your organisation? Do your sales leaders manage their resources to give you what you need? Have you invested in a solution or tool that was supposed to give you far greater accuracy, and instead you face user reluctance?

All of our businesses have changed. Our shareholders' expectations have changed. Our cost of funding has changed. Expectations of analysts often drive our decisions and undoubtedly impact upon our number.

Increased legislation and regulations all add diverse layers of costs, and all add significantly to our risk.

Let us take a look at our sales leaders for a brief moment and consider some questions:



## How do your sales leaders measure up?

### Let's consider our Sales Leaders:

- A sales leader is often selected as a promotional prize for a career path – promoting our best sales person to be a struggling sales manager. The role requires a unique ability with distinct functional demands that require a specific talent set. We should select based upon the right talents and the capacity for supporting, positioning, empowering, and driving for success the entire sales organisation. But do we?
- Do our sales leaders have sufficient business acumen for our organisation and more importantly for our customers? Can they have a discussion at senior client level, NOT about our solutions but about business and, more importantly, about our clients' business?
- Do they select the right members of their sales teams? Can they motivate and develop their teams, without always throwing cash at them? Do they ensure that your training dollars deliver results for you beyond 30 days?
- Do they understand the intricacies of forecasting and funnel/pipeline management? Are they capable of driving, predicting and delivering on their number? Are you receiving the full benefit of your investment in all those tools – CRM's, Sales Processes, etc?
- As it gets tougher in the marketplace, are our sales leaders providing direction and solutions, or are they just offering excuses? Can they review and articulate strategies and solutions that will deliver the results you need? Can they coach, support, diagnose and solve?
- Do you have a resilient career development plan and process for your sales organisation? Are career paths aligned with a development path? If you don't, do you face a risk?
- Does your sales team leader understand and appreciate that for many of the directors of the companies on which you rely for your number, they have eight key areas of focus? That those clients have lived through this latest business revolution, and need to be spoken to as a child of their generation, NOT of Gen-Y, or even Gen-X.

The sales leader's role is certainly NOT an easy one. It never has been. It is only going to get tougher and harder. When you read through these items, if anything sounds familiar then we should talk.

We should find about an hour in your schedule to discuss this further in greater detail.

# How We Can Help



Regional Head Office:  
Level 27, 101 Collins Street  
Melbourne VIC 3000  
P: +61 3 9653 9551  
E: [info@validitygroup.net](mailto:info@validitygroup.net)  
W: [www.validitygroup.net](http://www.validitygroup.net)

## There is a solution

It is just a conversation away, and it is obligation free.

To do nothing is not an option.

If you want your organisation to survive this revolution, start a dialogue with us easily by filling out the form on our Contact Us page, or call or email VALIDITY Group today.

### Regional Offices:

#### **Singapore:**

Level 39, Marina Bay Financial  
Centre, Tower 2  
10 Marina Boulevard,  
Singapore 018983  
P: +65 6818 6138

#### **Kuala Lumpur:**

Level 36, Menara Citibank  
165 Jalan Ampang,  
50450 Kuala Lumpur  
P: +603 2169 7058

#### **Hong Kong:**

Level 19,  
Two International Finance Centre  
8 Finance Street, Central,  
Hong Kong  
P: +852 3101 7099