



## New Sales Leader First 100 Day On-Boarding & Coaching Program

### THE BUSINESS CHALLENGE

Approximately 25% of the new sales leaders that are appointed in to complex B2B sales environments fail outright within their first 18 months and a further 20% failure to achieve the financial targets that have been set for them. This is why the average tenure of B2B sales leaders is just 18-20 months.

The five main reasons given for why new B2B sales leaders fail are:

1. They incorrectly diagnose the problems and improvement opportunities within the team.
2. The skills that have made them successful in the past are not transferable to their new role.
3. They ignore problems or react inappropriately to them.
4. They fail to listen to and gain the support of the team, stakeholders and key customers
5. They often develop good programs and strategies, but execute them poorly

Whilst there are clearly advantages of bringing in new blood and new ideas at this senior level, it is also clear that the risks are significant and often overlooked. So what can an organisation do to help a new sales leader avoid these common mistakes and make a strong and positive start when first appointed.

We believe that the best solution is to offer them a fully customised, first 100 days executive coaching and support program specifically designed to mitigate the most common causes of failure.

### THE APPROACH

The new sales leader is most vulnerable during the first 100 days when they do not yet fully understand the context, the challenges and the resource capabilities within the team that they have inherited. Nor have they yet had time to build the critical relationships with their peers on the leadership team, as well as key external stakeholders and customers.

During this period the adoption of a systematic sales leader on-boarding, discovery and assessment program can be viewed as a form of insurance policy against failure.

It enables the sales leader to strike the right balance between investigation, information collection and action in their first 100 days and still achieve important early wins and create the building blocks of longer term success.



We have found that small differences in action and focus by a new sales leader in their first 100 days can have a profound impact on both their short-term and longer-term results and success. This coaching program provides them with the structure and tools to maximise their likelihood of success and removes a lot of the doubt and uncertainty around the transition,

## THE NEW SALES LEADER FIRST 100 DAY PROGRAM

It can take a new sales leader anywhere between 6-12 months to get up to speed in their new role and reach break-even point so that they have become a net contributor to their new business. This timeframe can be significantly accelerated when they adopt the systematic framework outlined in the 100 day program in order to assess, review and build the six different elements of a successful transition strategy with their team, their CEO, their peers on the leadership team and other key stakeholders.

This program has been built on the seminal work of Michael Watkins and incorporates a number of best practice diagnostics and frameworks within each of the six modules in order to ensure that it addresses and mitigates all of the major risks of new sales leader failure outlined earlier. New sales leaders are coached and supported through each module by an experienced executive coach and sales effectiveness specialist. At the end of each stage, a separate and integral part of the sales leader's transition plan is developed for review and discussion with their boss, typically the CEO.



### THE BUSINESS IMPACT & BENEFITS

New sales leaders realise a 40-50% reduction in the time it takes them to effectively assimilate in to their new team and role and reach "break-even" point as a result of the balanced structure and focus of the program on the six key constituent groups that can impact their success.

The failure rate of new sales leaders is significantly reduced as a result of the systematic diagnosis, assessment and planning which ensures that all of the key aspects of the business context are considered and focused on with their CEO

Unwanted losses of key staff and customers are minimised because of the rigour and structure of the assessments undertaken and the focus on risk identification and management.

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