

MOBILE TEAM CHALLENGE

"The Emotionally Intelligent Key Account Manager"



When Sales Intelligence meets Emotional Intelligence

Mobile Team Challenge Ltd

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When Sales Intelligence meets Emotional Intelligence

As a **Fellow of the Institute of Leadership and Management** (FInstILM) for over 30 years, I am frequently asked the question ... "is there anything NEW in selling??"...

They say that Sales is the oldest profession in the World, and over the years there **have** been many new concepts and fads when it comes to the Sales Cycle, 99 Closing Techniques (yes!...there really ARE 99 different "Closing the Sale" Techniques!) and Account development concepts.

In all of these sales models, there is one which is reliable, consistent, measurable and endorsed by the British Psychological Society, and which is making Sales Professionalism and Key Account Development Success a true art.

Peter Drucker once said "**People will buy from people they like"** and one of the most efficient, and NEW concepts in Sales, is the utilisation of Emotional Intelligence – which develops our abilities to become more SELF AWARE and also to develop our Interpersonal and Relationship Skills of OTHER AWARENESS – hence our newly found ability to "enable people and prospects to "like us" – hence, as Drucker says, increase our Sales and our Account penetration.

The harnessing of **Emotional Intelligence**, **Consultative Key Account Development Techniques** and the application of **Psychological Mapping** of our contacts and customers' business cultures IS the "new thing" in Sales.

Building Strategic Relationship Partnerships (and Sole Sourcing / Tier 1 agreements) with our Clients rather than Transactional Purchasing Contacts requires professional mapping of contacts, clients, cultures, solution-focussed selling, key account development techniques and strategies – as well as the added ingredient of Emotional Intelligence and by utilising state of the art psychological techniques to give us Unique Selling Point of relationship advantages.

This document will outline two options:

- A 1 day Account Management Workshop
- > A 2 day "When Sales Intelligence meets Emotional Intelligence" Workshop including a 16 page E.I. Profile for all delegates

There are many psychometric profiling tools which identify people as a colour, or a 4 letter acronym, or a season or a type... and these can be used to great effect in creating a self-awareness within the individual. There are very few of these tools which measure the development or progress within an individual. This is where Emotional Intelligence Profiling leads the field in developing highly successful and professional Sales and Key Account Managers.

With many psychometric tools we are always told "there are no right or wrong answers..." ... however with Emotional Intelligence Profiling – there <u>can</u> be... and E.I. also leads the field in measuring the 8 individual behaviours which make up our E.Q. and we can identify which of our 8 behaviours require the development.

Some organisations use E.I. profiling to complement their recruitment processes and their competency frameworks. These frameworks can be set and mapped against E.I. behaviours... which can then be measured as part of a personal development plan or review.

When it comes to happiness and success in life, emotional intelligence (E.Q.) matters just as much, if not more, as intellectual ability (I.Q.). Emotional intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals.

Emotional intelligence (E.Q.) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges, and defuse conflict. Emotional intelligence impacts many different aspects of your daily life, such as the way you behave and the way you interact with others.

If you have high emotional intelligence you are able to recognise your own emotional state and the emotional states of others, and engage with people in a way that draws them to you. You can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

Perhaps the biggest surprise has been the impact of E.I. in the world of business, particularly in the areas of leadership and employee development (a form of adult education). *The Harvard Business Review* has hailed emotional intelligence as "a ground-breaking, paradigm-shattering idea," one of the most influential business ideas of the decade.

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Dispelling the myth of the Hard Sell

They say that "sales" is the oldest profession in the world since it was Eve who "sold" the apple to Adam – and ever since, life has revolved around the commercial transaction of exchanging goods or services for money.





Over the years the sales process has evolved and various styles of selling have come and gone like a fashion. Most peoples' concept is that to be a salesperson you have to be cunning, devious, extravert, have the "gift of the gab" and maybe... even slightly less than honest. Sadly, there are still companies who actively recruit sales people with the above characteristics, whereas, the most successful and

proven way of sales professionalism is a long way from the traditional "Hard Sell" approach.



Consultative Selling

Our 1-day workshop marries the two concepts of Emotional Intelligence and the concept of **Consultative Selling.** Many organisations have employees who have an immense wealth of product or technical knowledge about the offerings and applications and our workshop will capitalise on their expertise and introduce them to new techniques which they will hardly recognise as "sales techniques" – but will prove to be highly effective in the creation of sales and, perhaps even more importantly, the creation of Customer loyalty. These techniques will:

- ➤ Introduce a consistent style, sales process and common vocabulary across all sales teams within your organisation Customer Service, tele-sales, internal and external sales etc.
- > Enhance customer loyalty and service excellence
- ➤ Enhance Key Account Selection, Development and Penetration
- Increase confidence and build an energy and excitement within the Teams
- Increase Customer account penetration by selling new products to existing customers
- Encourage excellent team working which will result in more effective cross-selling opportunities
- ➤ Enable your Customer-facing staff to demonstrate a high level of professionalism and pro-activity towards your Customers.

The Consultative Selling Approach to Business Development

Option One: Account Management Workshop - 1 Day

Proposed Content

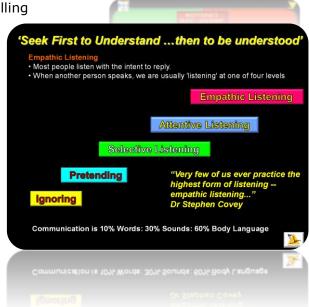
- The 4 Types of Customer: Transactional, Functional, Affiliative and Strategic – How to progress through the 4 stages in order to create professional Key Account Penetration and to "earn" the status of "Strategic Supplier" through Key Account Management Techniques
- Analysing the "Sales versus Procurement" 'Bow-Tie' Approach
- There are 2 Aspects to Key Account Development:
 People and Processes



1. People Strategies

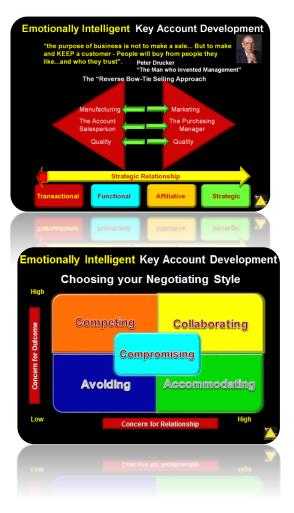
- ➤ How do we THINK our Customers WANT to deal with us?
- Mapping out the Key Account: How to identify and manage: Gate-Keepers; Key Influencers; Decision Makers; Stake Holders – all require managing differently
- > The Psychological Sell "Don't sell the Sausage...sell the Sizzle!!" Features, Advantages and Benefits Selling
- Creating the Value Proposition and the Added Value and tailoring it to different contacts within the Account.
- How to Create Added Value and to achieve Premium Pricing rather than selling on Price
- Utilising Emotional Intelligence to build Relationships (People will buy from people they like)
- Applying Professional Communication Models for maximum Negotiating Advantage: Transactional Analysis, Neuro-Linguistic Programming (NLP) and Empathic Listening Techniques
- "Change your Questions Change your Life" asking the right questions to identify ALL of the needs and opportunities within the Account in order to provide Solution - Selling.
- Applying The Consultative Sales Approach Strategic Account Penetration Dispelling the myth of the Hard Sell and the traditional 99 Closing techniques!





2. Processes

- "Moving through the Gears Developing an Account from Transactional to Strategic Status" - reversing the traditional "bow-tie" approach to Client Relationships and identifying the stepping stones to earn "Preferred Supplier, Sole-Sourced, Tier One Supplier etc" Status
- Mapping out the Key Account: identifying potential needs, opportunities, sharing our Clients Vision and working with them to help them achieve it.
- Choosing where and when to invest in time and effort in developing Key Accounts which: provide sustainable profitable growth for our company, has a cultural fit with our company
- Prioritising our effort to maximise ROI in each Account
- Identifying which of the 5 Negotiation Styles we should use with each Key Account



The Cost of this 1 Day Workshop is £875.00 + VAT for 12 Delegates

Option Two: Account Management Workshop - 2 Day

... the content from the One Day option above will also be included in the 2 Day course – which will additionally include the following content:



3. When Sales Intelligence meets Emotional Intelligence

The Emotionally Intelligent Business Development Executive

The old adage says that ..." People will buy from people they like!"

In days gone by, the ways to describe what we like, or don't like in a person was usually down to their personality...or style ... or we may have used psychometric personality profiles to help us understand other people and to rationalise why they were "different" to us.

In the mid 90's an amazing development in the understanding of the behaviours of individuals was documented in Daniel Goleman's breakthrough book called **Emotional**Intelligence – a best seller, for a record breaking 2 and half years.

The concepts took the "world of psychology" by storm and Psychologists across the World eventually came to the conclusion that Goleman's theories were correct and agreed, that Emotional Intelligence could be developed... and, measured in an individual.



Untiring research by Harvard and The British Psychological Society identified and agreed that our Emotional Intelligence is comprised of 8 unique behaviours – all of which can be developed and fine-tuned.



This now meant that we could identify which of the 8 Emotional Behaviours contributed to the Key Account Business Development Managers' character being "liked or not" – hence enabling and through Coaching and Learning and Development, tweak the E.I. behaviours to ensure that we increased the likelihood of the person building a better rapport with the client, and therefore ensuring that the chances of being "liked" and increased sales were more likely.

SO What IS Emotional Intelligence?

Emotionally Intelligent Business Development Skills

Emotional Intelligence profiling is not a personality test nor is it an intelligence test – the training system focuses on specific areas that predict success and these all begin with developing an accurate and healthy **Self Awareness**.

The journey to a highly developed E.Q. begins with the self-awareness and then progresses onto **Self-Management** and then an awareness for others develops



as we start to realise the impact that our style has on others and that leads to an in depth awareness of how we Manage Relationships with others – at Work, at Rest and at Play.

Developing "Other Awareness" is critical for those in Customer Facing roles. Whether their customers are internal or external, being able to "get on with people" is an emotional intelligence skill which should be learned and developed.

Other
Awareness

Service Needs

Organisation

People with high E.Q.'s are people who have excellent **Self-Management Skills.** These are the people we meet who come across as "really having **it** together" ... It has always been difficult to define what the "it" is in these people... but the British Psychological Society and Daniel Goleman (a leading authority in E.I.) would agree in defining "**it**" ...as being a high Emotional Quotient.



These are people whose glass in half full, they are pro-active and take initiative, they will have achieved in life, and they will have excellent self-control and honesty with an incredible ability to adapt to change. These are also the people who attract others to themselves. Others will want to be around these with a high E.Q. so that they can be inspired and motivated by being in their company. All of these are characteristics of an inert emotional intelligence which has been developed through awareness training.

As demonstrated above, people with high E.Q.'s will attract people to them and will become your **best Business Development people** – like a flame draws a moth. And this engagement with people develops their **Relationship Management** skills even more. These people will make excellent leaders of people, teams, departments, organisations ...and even Countries. Their developed skills enable them to create high performing

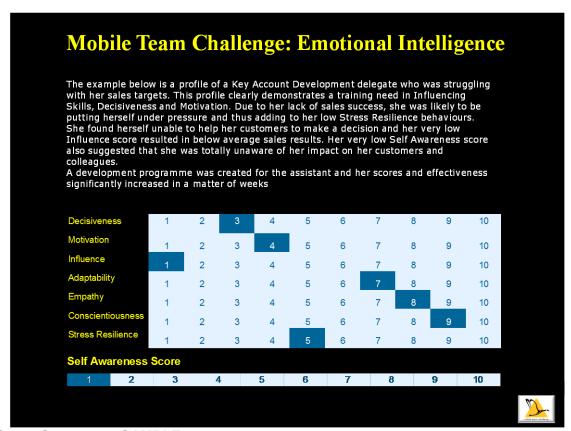


and functional teams, they have abilities to influence in Key Account Business Development Roles, inspire, motivate, resolve conflict, embrace change and mentor others. Organisations **don't** change... it's the **people** that **do and** every organisation needs their people to develop their Emotional Intelligence in order acquire these incredible insights.

Emotional Intelligence Mastery Workshop

In order to explore and develop our E.Q. to assist our Key Account Penetration Skills – we have included an Emotional Intelligence Mastery module within the 2 day Course.

Each delegate will complete a 20 minute on-line E.I. profiling questionnaire and will receive a personalised, 15-page Emotional Intelligence Profile which will identify a persons' key skills required to be a successful Business Development person – an Executive summary is seen below and a full E.I. sample has been included with this proposal as a separate document.



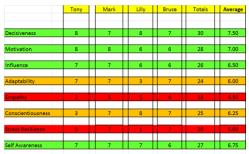
Score Summary - SAMPLE

As demonstrated by the summary above, this profile clearly shows the area that this Key Account Development person needs to be developed. The behaviours of **Decisiveness** and **Motivation** are low whilst the score of "1" for **Influencing** skills highlights a critical need for this delegate. A Business Development person with low influencing skills is destined to struggle to win clients. **Adaptability, Empathy** and **Conscientiousness** are also in need of development.

This profile provides us with a perfect tool to measure where they are "at" currently and enables us to create a personal development plan which focuses on the specific areas where the individual needs to improve.

We can also assess a full team and identify generic development needs as this example demonstrates:

From this team of 4 Specialist Sales People – we see that Empathy and Stress Resilience are specific areas for development for <u>all</u> team members – so a 1- day workshop covering these topics was delivered, generically. Other personal areas for development were approached in a mentoring one-to-one or small group basis – thus ensuring that every delegate has development tailored to their specific need.



This module also looks at some best practice examples where Companies have adopted the Key Account Consultative Sales approach and harnessed it with the power of the Emotionally Intelligent Key Account Development Executive: e.g.



Several of the E.I. Behaviours are vital tools in the armoury of the Emotionally Intelligent Key Account Business Development Executives.

For example: Decisiveness, Motivation, Influence, Adaptability, Empathy, Conscientiousness, Stress Resilience etc and all of the E.I. behaviours can be measured and developed in individuals.





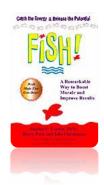
Have you ever considered what your Company looks like through the eyes of your Key Accounts?

It can cost a lot of time, effort and money to find, open and develop Key Accounts – however, these Accounts can be lost very quickly and very easily if the subsequent Customer Service Support does not meet the Customers' requirements.

An optional module for the workshop is to complete a "Moment of Truth" activity with the Group. This is where the group analyses all of the Customer Touch Points when a Customer comes into contact with your Company...and the contact leaves an impression on the Customer. Is the impression left positive?... or are there areas where our Customer service skills could be improved in order to achieve better Customer Loyalty?

❖ The FISH! Principles of Customer Service

FISH! is the bestselling video / DVD of all time. With a duration of just 18 minutes, the DVD adds humour and challenge, and brilliantly describes the Four Key Principles necessary to achieve Customer Service Excellence as it challenges the delegates to:



- > Choose your attitude towards your customer
- > Play and include the customers in your fun
- Make their day
- > Be Present for your customer

The FISH video / DVD has gone on to be the best selling training video/DVD of all time.

The cost of this 2 day module would be £1,495 + VAT. This cost includes all preparation, materials, workbooks and trainer's expenses but excludes E.I. Profile reports which are £30 + VAT per delegate for a 15-page advanced report.

Delegates will:

Option 1 – 1 Day Course

- Learn techniques to help them develop their "Relationship Management"
- Discover how to build strong business relationships through highly effective tele-marketing techniques
- ▶ Learn how to become a **Consultative Sales Executive Professional**
- Discover how emotional intelligence can increase your Negotiation Skills effectiveness
- > Learn how to develop **Active Listening Techniques**
- Understand the Personality of the Customer we are selling to
- Consider DeBono's 6 Thinking Hats Recognising Personality Types and Diversity
- > **Apply Emotional Intelligence** to Customer Relationships
- > Choose their Negotiation Style: Negotiation Skills Module
- > Explore the "bow-tie" approach of **Key Account Management**
- Demonstrate how to display inspirational and motivational "Winning Behaviours and Attitudes" to our Colleagues and fellow Staff members
- Learn how to dispel the "Hard Sell Approach"
- > Explore the **powers of Influence** that E.I. can offer
- Introducing the psychology of Selling

Option 2 – 2 Day Course, As above plus...

- Complete an on-line Emotional Intelligence Profile prior to attending the workshop and will receive a 15-page personal report.
- > Analyse their **Self Awareness** and **Self-Management** Scores
- Develop a greater understanding of all "Self" behaviours leading to increased professional skills.
- Develop a greater understanding of all Intra and Inter Personal Relationships and people "types".
- Create a personal development plan for all 8 E.I. behaviours against their profile
- > Practice Emotionally Intelligent Leadership Skills
- Discover how to apply the ABC of Behaviour
 - **Management** using E.I. techniques Overcoming Conflict
- Develop "Other Awareness" Understanding the impact that OUR style has on our Colleagues, Partners and our Clients Experience.
- Develop their "Self-Management" and E.I. Behaviours
- Explore how to make their personality, their Departments and their Organisation "stand out from the Crowd" by practising their E.I. behaviours daily
- > Consider The Psychology of Selling Advanced
- Learn How to create Raving Fans The Disney Principles of Service Excellence
- > Develop Cross Departmental Selling and Key Account Development
- > Tune into Emotional Intelligence Frequencies of our Clients



- > **Observe First impressions**, attitude, the impact of body language
- > **Use body language** to build rapport and maintain interest
- Develop tools to help them analyse Personality Types
- Identify which of your products you should be targeting to which Key Accounts – according to the **Ansoff Matrix**
- Consider your Company's "Moments of Truth" How do your Key Accounts Rate YOU?
- Explore the The FiSH! Principles of Key Account and Customer Service Excellence

Format:

We will also use experiential learning activities as seen in the pictures below and several Videos and role-plays.









Yours sincerely

Barry Bailey

Executive Director Mobile Team Challenge Ltd Email:barrybailey@mtceurope.co.uk Telephone: +44 (0) 844 745 2120

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Principal Consultant

If Mobile Team Challenge were successful in this opportunity – our Principal Consultant would be **Barry Bailey** (Fellow of ILM and Fellow of Institute of Sales and Marketing Management).



Barry Bailey is a well-qualified and significantly experienced Senior Manager with 23 years of service at Executive level within a \$35Bn global Corporation. He won Business Diplomas from Ashridge and the London Business School, a Diploma in Management with the Open University (MBA Course), a Fellowship with the Institute of Sales and Marketing

Management (ISMM) and a Fellowship with the Institute of Leadership and Management. This led him into a Divisional Vice President Position within 3M where he worked from 1982 – 2004 and held numerous positions – the last 11 years at 3M as Divisional Vice President in both, the Document Imaging Business and the Electronics and Telecoms Division in the UK Region with an additional responsibility for mainland Europe.

During his 23 years with 3M, Barry had multi-cultural European repartees and built and was totally responsible for the Electronics and Telecom business worth in excess of half a billion dollars in annual sales. As a trained LEAN/ Six Sigma Practitioner, (Green Belt, Black Belt/Champion) he introduced and deployed Six Sigma across ALL of the business disciplines from 1999 to 2004. From manufacturing, through all commercial functions – finance, sales, marketing, CRM - to joint Black Belt projects with customers.

His enthusiasm ensured that Six Sigma became a "way of life" and a DNA change that transformed the global 3M business through innovative "Change Management" processes.

He was responsible for 4 Black Belts and over 50 Green belts as he accelerated the Six Sigma roll out across all of my European Division by simultaneously managing almost 100 Green or Black Belt projects – Championing over 50% of the projects personally.

With a strong marketing pedigree, Barry won the prestigious 3M Global Sales and Marketing Award on two separate occasions – a programme assessed by the CEO of 3M to identify the most innovative and creative Marketing Programme – despite outstanding competition from over 2,000 Marketers.

A strong strategic thinker he has worked extensively in Business Change Management and Strategic Planning and builds energised and motivated Teams with shared visions utilising his extensive "people" and life-coaching skills.

Barry combines his significant leadership expertise with his "3M innovative concepts" to develop leadership and to create highly effective, performance teams which changes lives of Individuals, Teams and Organisations and is a regular as a key note speaker on the topic of "Creating a Culture of Innovation" speaking at conferences for Warner Brothers, ITV and several regional NHS Conferences as well as the inspiring topic of "What IF Disney Ran your Hospital?" – And is currently engaged with 26 NHS Foundation Trusts where he is imparting his significant knowledge of Leadership, Innovation and the Patient Experience Journey in the quest to achieve Customer / Patient Service Excellence.

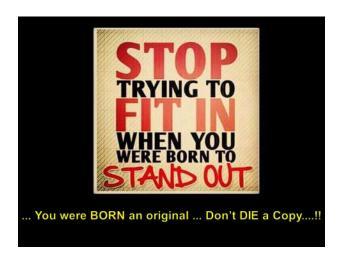
Behavioural and Attitudinal Change is the key message whether it be in the 150 Schools, Colleges and Universities, the 50 HMP, YOI and G4S establishments, the 200 Local Authorities or 250+ Corporate organisations with whom Barry has worked in the last 10 years.

He delivers leadership training, emotional intelligence development and consultancy to all of the 52 RAF bases in the UK as well as at the RAF Leadership College at Cranwell.

"Unleashing the Potential of Your People" – is a popular strap line... and is also Barry's mission in life!

QUALIFICATIONS:

- > Fellow of the Institute of Sales & Marketing Management (ISMM)
- Fellow of the Institute of Leadership & Management (ILM)
- Professional Diploma in Management (Open University MBA)
- Diploma in Business Studies: London Business School / Ashridge
- ➤ Emotional Intelligence Master Practitioner (British Psychological Society)
- Marketing Diploma CIM
- Winner of Global Marketing Awards on 2 occasions
- > PTTLS Level 4
- ➤ Lean / Six Sigma Master Black Belt / Champion Practitioner
- Appreciative Inquiry Master Practitioner
- Business Link Accredited Trainer / Consultant / Business Coach
- Diploma in Life and Business Coaching Newcastle University
- Master Practitioner Myers Briggs MBTI (I & II and Team)
- > Thomas & Kilmann Conflict Styles Master Practitioner
- NLP Master Practitioner





Testimonials

Mobile Team Challenge's unique approach to Accelerated Learning and Development, through utilisation of MTC techniques, produces outstanding results, highly energised and motivated attendees; some of whose comments have been:

"A powerful, effective and common sense approach that produced only positive outcomes and excellent results" (Chelsea Building Society)

"A brilliant day – GREAT Team building and Awareness of Leadership" (Ian, Brookes, CEO Lorien)

"A great three days ... three highly successful and effective days for Team Working" (Regional Training Director, Vodafone-Retail)

MTC has proved to be exceptional and versatile for improving leadership, communication, teambuilding, mutual support, self-belief, problem solving and creative thinking within. It's potential within the workplace is vast whilst also being great fun" (Tony Woodcock, Honda UK)

"A very professional event which will have a profound effect on my life" (Wokingham Borough Council)

"Brilliant - VERY enjoyable" (Team Leader - Siemens Wind Power)

"Just ... FANTASTIC!!" (Helen Tautz – Director of Operations ITV for "I'm a Celebrity – get me out of here!" and "Ant and Dec's Saturday Night Take Away")

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