BUILDING BUY-IN GLOBALLY: SALES TRANSFORMATION

How do you achieve buy-in from hybrid teams on different continents?

This was a primary question for leaders at Skillsoft, an EdTech Firm committed to global sales transformation. Skillsoft partnered with Force Management on a multi-year engagement crafted around installing a structured sales motion for teams worldwide to adopt and use in driving revenue. Together, the organizations designed a phased rollout of MEDDICC and Command of the Sale®.

The Path to Change

Phase one was working with Force Management in adopting the MEDDICC qualification approach to keep pipelines filled and moving. Jeff Scannella, Global Director of Sales Coaching Enablement, describes taking a militant approach to qualification. "It was thinking about skill development alongside deal progression and understanding all the components of MEDDICC from a level that is very actionable," Scannella says. "I'm pleased to say we have seen that shift of performance in pipeline improvement."

Phase two for Skillsoft was adopting Command of the Sale. "We're aiming for ways that we can become more customer-centric and value-driven in our sales approach," he describes. Leaders chose to make the Opportunity Coaching sessions optional, with confidence that team members committed to their craft would seek out the sessions once their value became evident and known. Making it voluntary was a pivotal component to driving a change in behavior worldwide. Scannella's team used the success of early adopters to encourage further buy-in.

Jeff Scannella is now certified by Force Management's Train the Trainer program, taking over the sales training and conducting six to eight coaching sessions every week. The number of customer-facing teams opting in for Opportunity Coaching sessions has doubled every quarter since the program's inception.

skillsoft®

*"We've really seen impact in terms of the **measurable, tangible business outcomes**."*

Jeff Scannella,
Global Director of Sales Coaching Enablement

Outcomes

Increased average deal size on net new

Shortened sales cycle

Improved forecasting accuracy

Higher employee satisfaction score

Focusing first on behavior change was the lynchpin to the success of Skillsoft's enablement program. There were several key components that went into demonstrating the value of the program to their salespeople and drove the behaviors that improved sales performance.

THE POWER OF INTERNAL CHAMPIONS

" "We talk about Champions in a deal, but for us as an enablement organization, our sales team is our audience. We want their buy-in. We want people to be celebrating how these engagements impact deal progress and success. That's where we started identifying those Champions for the process across the globe and ensuring that we're feeding those who are hungry."

BEHAVIOR VERSUS OUTCOME

" "The enterprise sellers at Skillsoft are very experienced, very successful individuals, teams, and leaders. The approach of driving validity to Opportunity Coaching was not telling them how to sell. It's more about challenging the notion of what they know about this opportunity. Can they think differently every single time we're in an engagement? Can we strip away the fact that this deal needs to be closed in Q3 and focus on the specific pieces to the deal that will allow us to close it in Q3? We look at behavior versus outcome. That was the stance that really helped provide that word-of-mouth to other team members throughout the globe."

THE POWER OF COLLABORATION

" "We're not their sales managers when we're working with these AEs and RVPs. We are their collaborators, their support systems, their challengers-of-thought around where an opportunity sits, where we're strong in the deal, and perhaps where there are some areas of opportunity as well."

NEW ENERGY FROM CHANGED BEHAVIORS

" "Coaching can change behavior. It can change outcomes. But it can also create energy from seeing the time that's being invested in you and the value in walking away from a conversation with a slightly different perspective."