Mike Kunkle

How to Elevate a Sales Enablement Practice with Performance Consulting

OUTCOMES: Drive Sales and Improve Employee Engagement

ISPI ISPI Atlanta
WHERE KNOWLEDGE BECOMES KNOW-HOW IN ATLANTA

Mike Who?

Sample Experience (Employers & Clients)

- Sales Profession: 39 years (both B2C & B2B)
- 29 years leading sales performance improvement efforts
- 11 years leading sales consulting projects
- Technology/software companies: 10 years (3 years at a start-up)
- Financial services: 9 years
- Pharma/healthcare: 5 years
- Industrial B2B / Distribution: 4+ years
- Managed 2 P&Ls ($8MM and $22MM)
- Led 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

Sample 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

Full Bio in Appendix. Also see: https://linktr.ee/mikekunkle

Our Plan Today

PART 1

- Sales Enablement Overview/Best Practices
  - Sales Enablement (Un)defined
  - The Building Blocks of Sales Enablement

PART 2

- Evolving Enablement to Performance Consulting
  - Performance Consulting Defined
  - Comparison to Enablement
  - Situation Assessment
  - Building Blocks Gap Analysis
  - Force Field Analysis and Action Planning
  - Execution

APPENDIX

- Additional Details and Resources

Our Plan Today

PART 1

- Sales Enablement Overview/Best Practices
  - Sales Enablement (Un)defined
  - The Building Blocks of Sales Enablement

PART 2

- Evolving Enablement to Performance Consulting
  - Performance Consulting Defined
  - Comparison to Enablement
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APPENDIX

- Additional Details and Resources

mike.kunkle@sparxiq.com

What is Sales Enablement?

Sales Enablement (Un)Defined

According to the Sales Enablement Society...

Sales Enablement:

- Ensures buyers are engaged at the right time and place,
- With the right assets,
- By well-trained client-facing staff,
- To provide a world-class experience along the customer's journey,
- While utilizing the right sales and performance management technologies,
- In addition to synergizing cross-organizational collaboration, Sales Enablement optimizes the selling motion,
- In order to increase pipeline, move opportunities forward and win bigger deals more efficiently to drive profitable growth.

What is Sales Enablement?

Sales Enablement (Un)Defined

According to Gartner:

- Sales Enablement is the process of enabling sales teams to close more deals by providing them with the resources they need to be more effective.

- Resources may include tools, technology, training, content, or actionable strategies to sell your product or service to customers.

What is Sales Enablement?

Sales Enablement (Un)Defined

Identity Crisis:

- Sales Enablement?

- Revenue Enablement?

- Buyer or Buying Enablement?

- Commercial Enablement?

- Just "Enablement?"

Performance Crisis:

- Far too many enablement functions have not delivered on the promise of improving sales force performance.

What is Sales Enablement?

Sales Enablement (Un)Defined
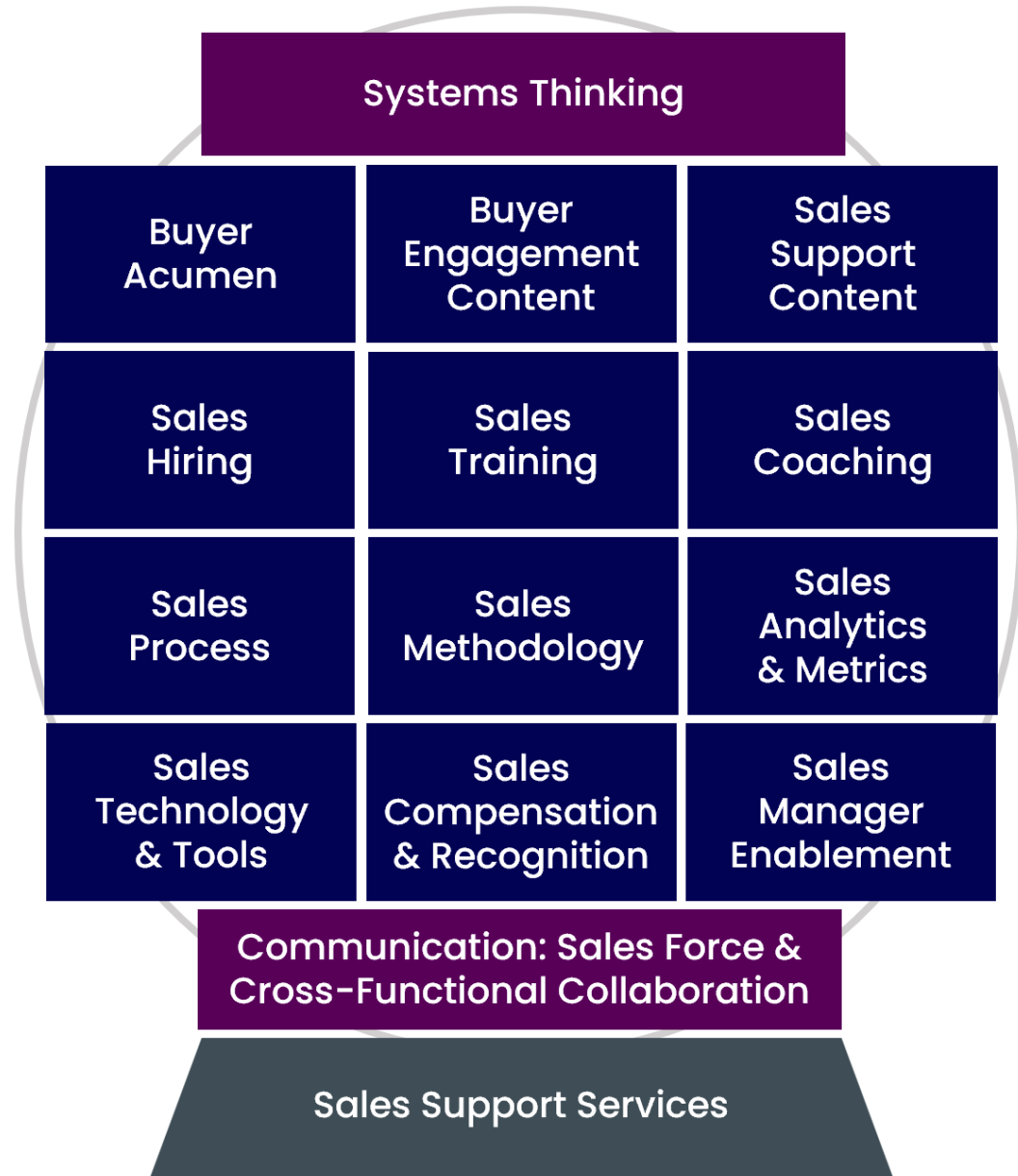
Identity Crisis:

- Sales Enablement?

After decades working in sales performance improvement, this is why I wrote a book on my performance-oriented approach and framework, *The Building Blocks of Sales Enablement*.
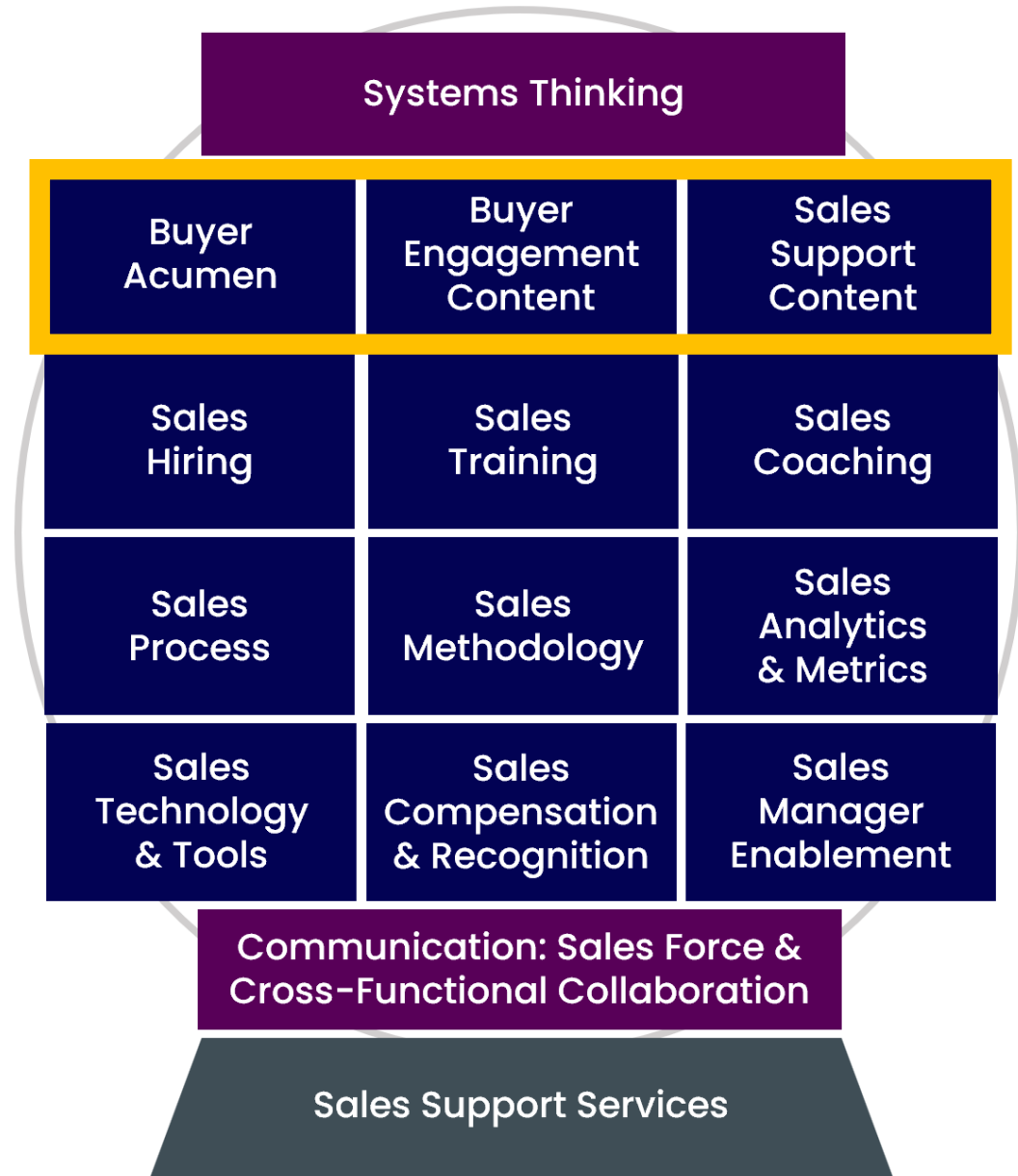
Performance Crisis:

- Far too many enablement functions have not delivered on the promise of improving sales force performance.

The Building Blocks of Sales Enablement

Systems Thinking

Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Hiring	Sales Training	Sales Coaching
Sales Process	Sales Methodology	Sales Analytics & Metrics
Sales Technology & Tools	Sales Compensation & Recognition	Sales Manager Enablement

Communication: Sales Force & Cross-Functional Collaboration

Sales Support Services

The Building Blocks of Sales Enablement

Systems Thinking		
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Sales Support Services

How Sales Systems Support The Building Blocks

The building blocks are the framework – the "pieces of the puzzle" or performance levers.

The systems are how you execute to maximize the blocks, and drive repeatable, replicable, and predictable results.

- See my book and the Appendix for more details on the blocks & systems.

- Download this free eBook to learn more about "How to Develop a Sales Enablement Plan That Delivers Results."

[Usually $12.95 – free to ATL ISPI members.]

Why Formal Sales Enablement Matters

Study 1: Formal Sales Enablement Impacts Win Rates & Quota Attainment!

Study's average
win rate: 46.4%

RANDOM

39.2%

INFORMAL

43.3%

FORMAL

48.4%

FORMAL AND CHARTER

55.1%

■ **Win Rate**

Report: http://bit.ly/CSOI-SEGrowsUp

Why Formal Sales Enablement Matters

Study 1: Formal Sales Enablement Impacts Win Rates & Quota Attainment!

Buyer Centric ➔

19.0%
Dynamically align their
sales process to
customer's path

+17.9%
Win
Rates

+11.8%
Quota
Attainment

Report: http://bit.ly/CSOI-SEGrowsUp
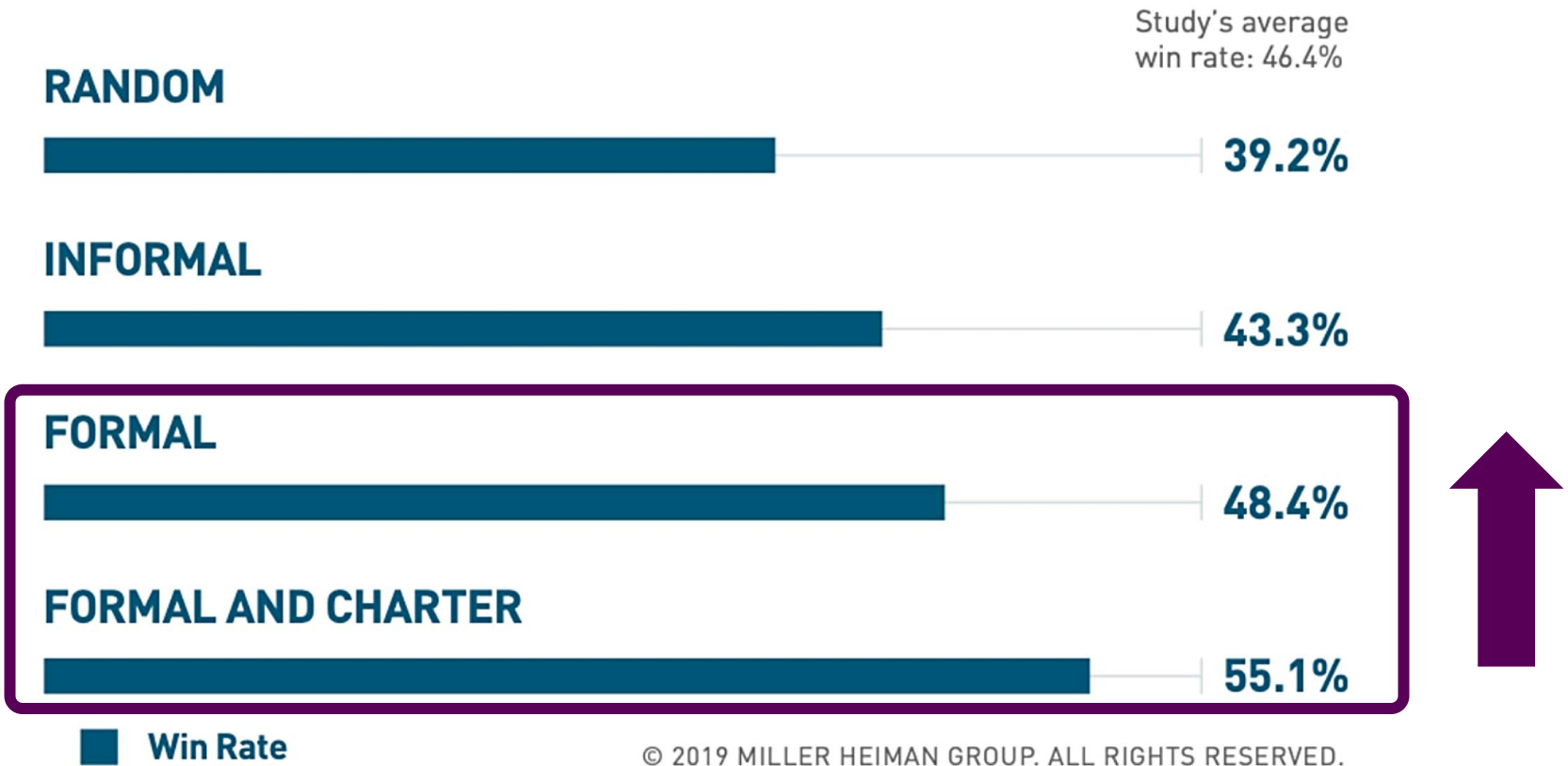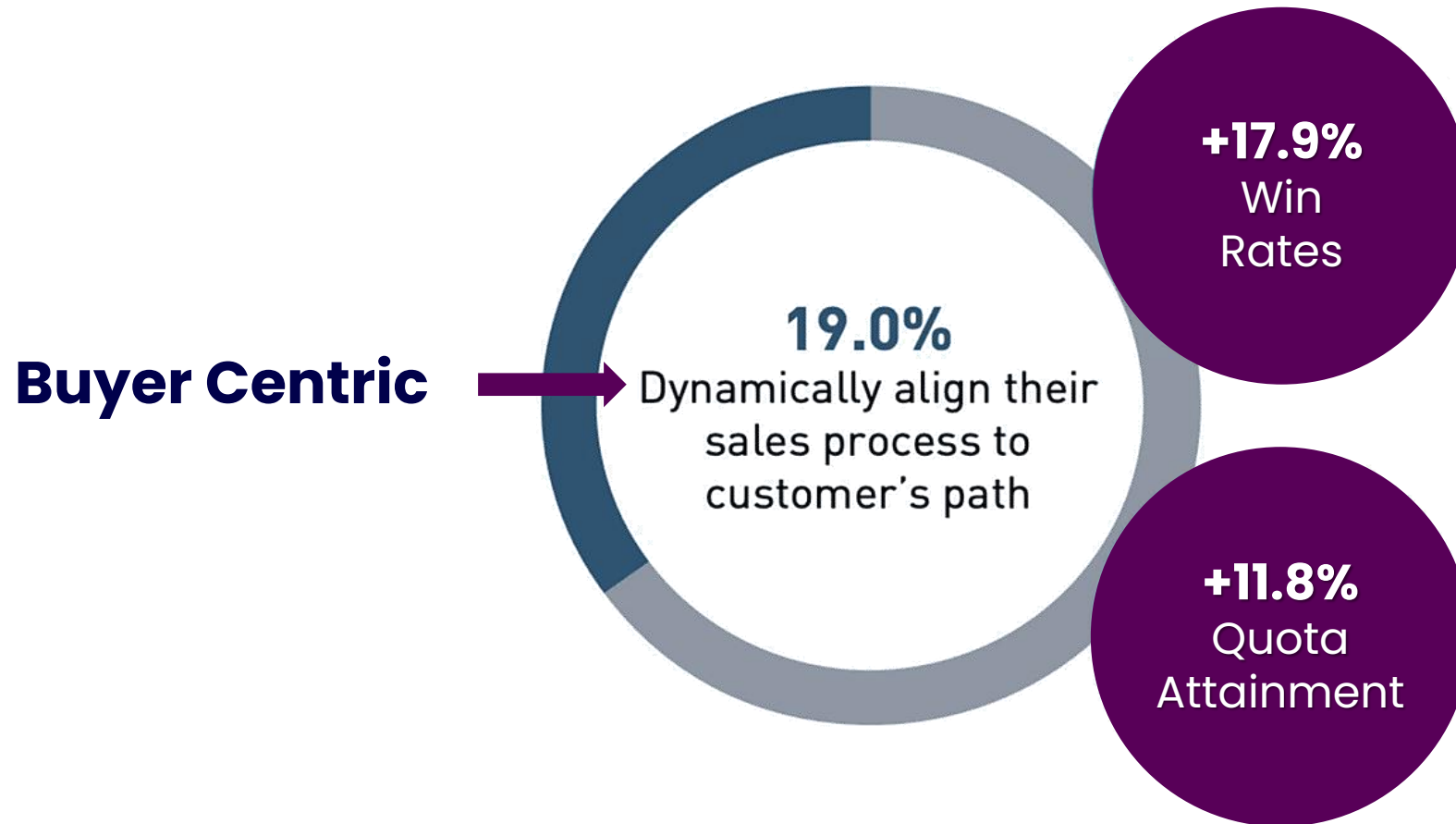
Why Formal Sales Enablement Matters

Study 2: Formal Sales Enablement + Charter = Better Results!

State of
SALES ENABLEMENT PRO
2019

12% Higher Win Rates

35% Better Quota Attainment

Report: http://bit.ly/2019SOSEreport-SEPRO
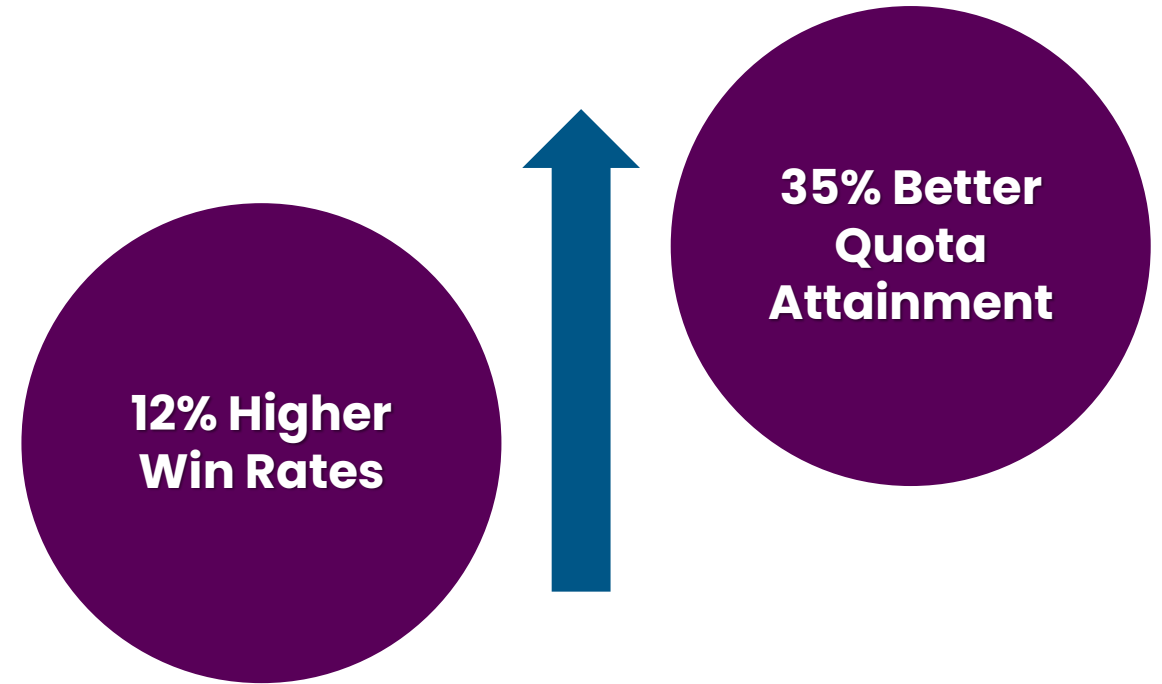
Why Formal Sales Enablement Matters

Study 3: Better Maturity = Better Win-Rates!
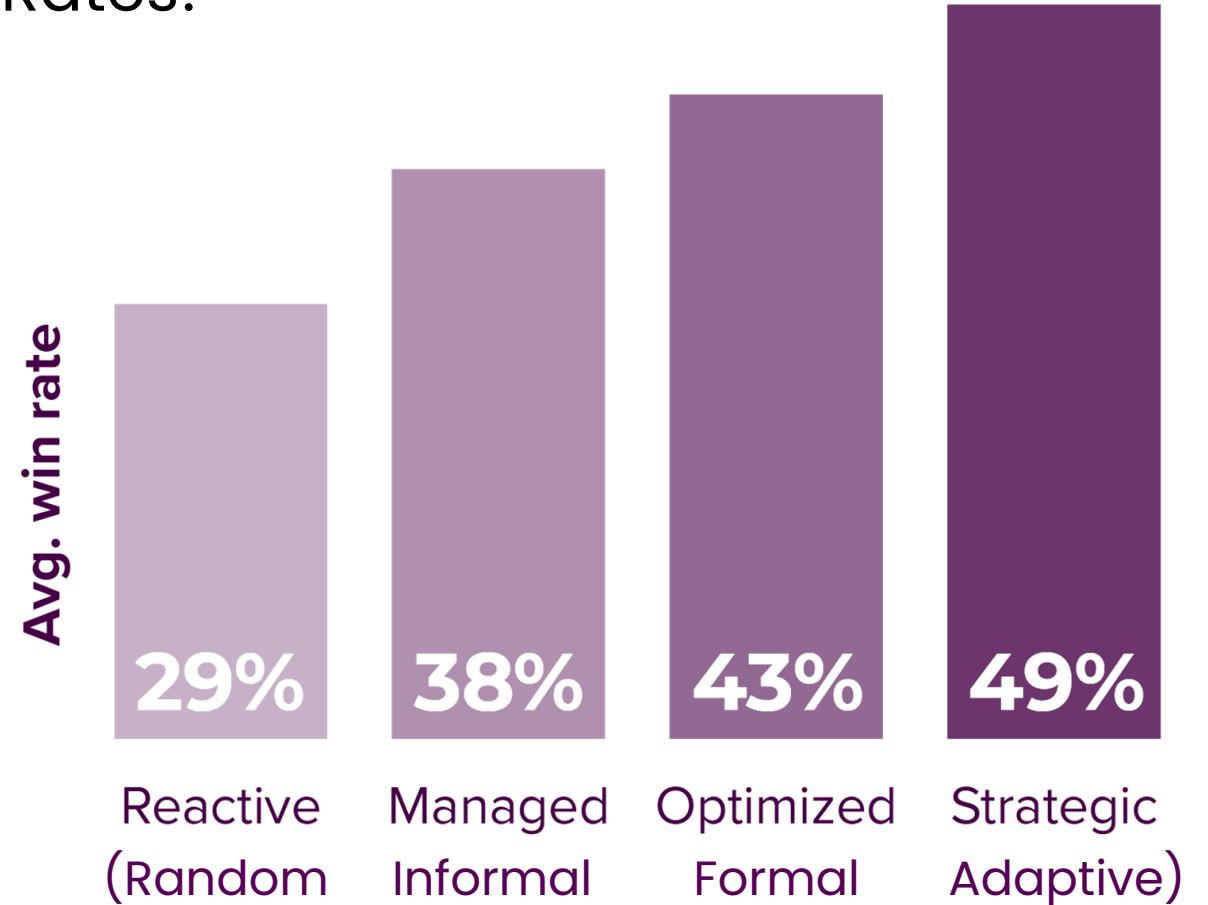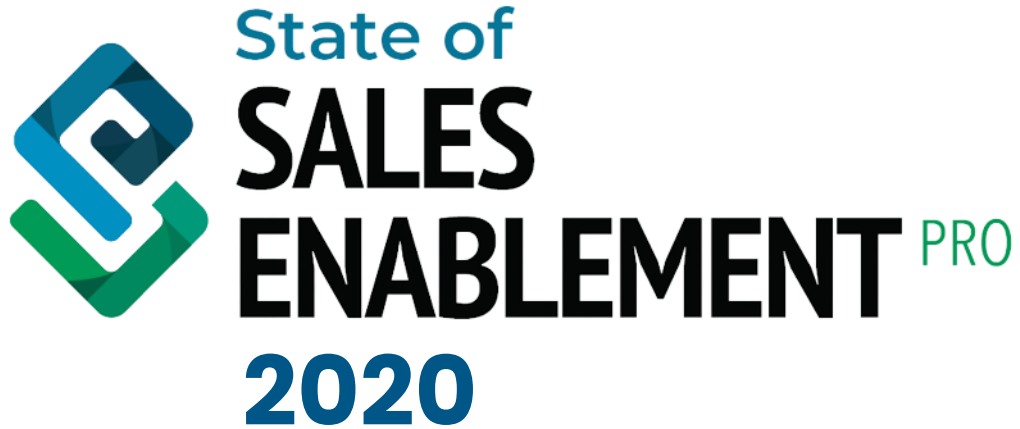
State of
SALES
ENABLEMENT PRO
2020

Avg. win rate

Reactive (Random	Managed Informal	Optimized Formal	Strategic Adaptive)
29%	**38%**	**43%**	**49%**

Report: https://bit.ly/2020SOSreport-SEPRO

QUESTIONS?

Mike Kunkle

Sales Enablement
Overview & Best Practices

Performance Consulting

A systematic and holistic approach to improve workplace performance and achieve business goals

- Grounded in analytics, diagnostics, and root cause analysis

- Considers a broad array of organizational and individual factors that influence human performance

- Selection, design, and development of the most appropriate solution to solve the identified performance problem

- Implementation using proven-effective practices for the selected intervention and change practices including communication, follow-through, measurement, analysis, evaluation, and adjustment to ensure results are achieved.

ISPI Performance Standards

The Big Moving Parts

- Problem Worth Solving
- Diagnostics / Gap Analysis
- Root-Cause Analysis
- Problem-Solving / Solution Design
- Solution Development
- Solution Implementation with Change Management
- Measure / Evaluate / Adjust

Performance Standards

The first four standards are sometimes known as *RSVP*:

- **Standard 1:** Focus on Results or Outcomes (**R**esults)
- **Standard 2:** Take a Systemic View (**S**ystems)
- **Standard 3:** Add Value (**V**alue)
- **Standard 4:** Work in Partnership with Clients & Stakeholders (**P**artnership)

Competent practitioners follow a systematic process:

- **Standard 5:** Determine Need or Opportunity
- **Standard 6:** Determine Cause
- **Standard 7:** Design Solutions including Implementation and Evaluation
- **Standard 8:** Ensure Solutions' Conformity and Feasibility
- **Standard 9:** Implement Solutions
- **Standard 10:** Evaluate Results and Impact

Review in detail here: https://ispi.org/page/CPTStandards. or click the individual links above.

Sales Enablement vs. Sales Performance Consulting

KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
Focus		
Outputs		
Measures		
Assessments		
Accountability		
Executive View		

Sales Enablement vs. Sales Performance Consulting

KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
Focus	Leading initiatives and projects	Addressing performance issues
Outputs		
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Executive View		

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KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
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Measures	Progress of initiatives and projects	Performance change and ROI
Assessments		
Accountability		
Executive View		

Sales Enablement vs. Sales Performance Consulting

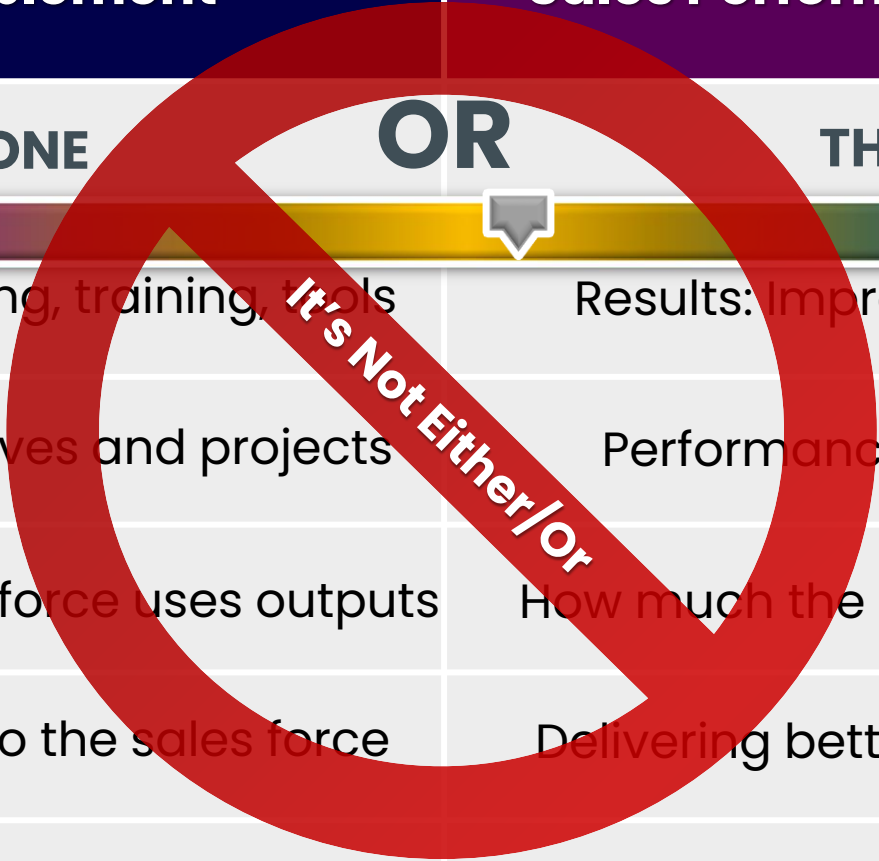| KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
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Accountability		
Executive View		

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Assessments	How much the sales force uses outputs	How much the sales force improves
Accountability	Delivering things to the sales force	Delivering better sales productivity
Executive View		

Sales Enablement vs. Sales Performance Consulting

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Executive View	Cost center	Investment

Sales Enablement vs. Sales Performance Consulting

KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
Focus	☑ THIS ONE	THIS ONE ☑
Outputs	Activities: Messaging, training, tools	Results: Improved performance
Measures	Progress of initiatives and projects	Performance change and ROI
Assessments	How much the sales force uses outputs	How much the sales force improves
Accountability	Delivering things to the sales force	Delivering better sales productivity
Executive View	Cost center	Investment

OR

It's Not Either/Or

Sales Enablement + Sales Performance Consulting

BOTH ARE NEEDED	Sales Enablement / Sales Performance Consulting	
Focus	Leading initiatives and projects	
	Addressing performance issues	
Outputs	Activities: Messaging, training, tools	
	Results: Improved performance	
Measures	Progress of initiatives and projects	
	Performance change and ROI	
Assessments	How much the sales force uses outputs	
	How much the sales force improves	
Accountability	Delivering things to the sales force	
	Delivering better sales productivity	
Executive View	Cost center	**This exception _is_ "Either/Or"**
	Investment	

Conduct a Situation Assessment of Your Sales Force

Context: Who Sells What to Whom and How

Point A

Point B

Current State

Gap Analysis

Dollarized

Impact Analysis

Desired Future State

C O (I   I) (N   N) OP

- Identify Compelling Business Issues
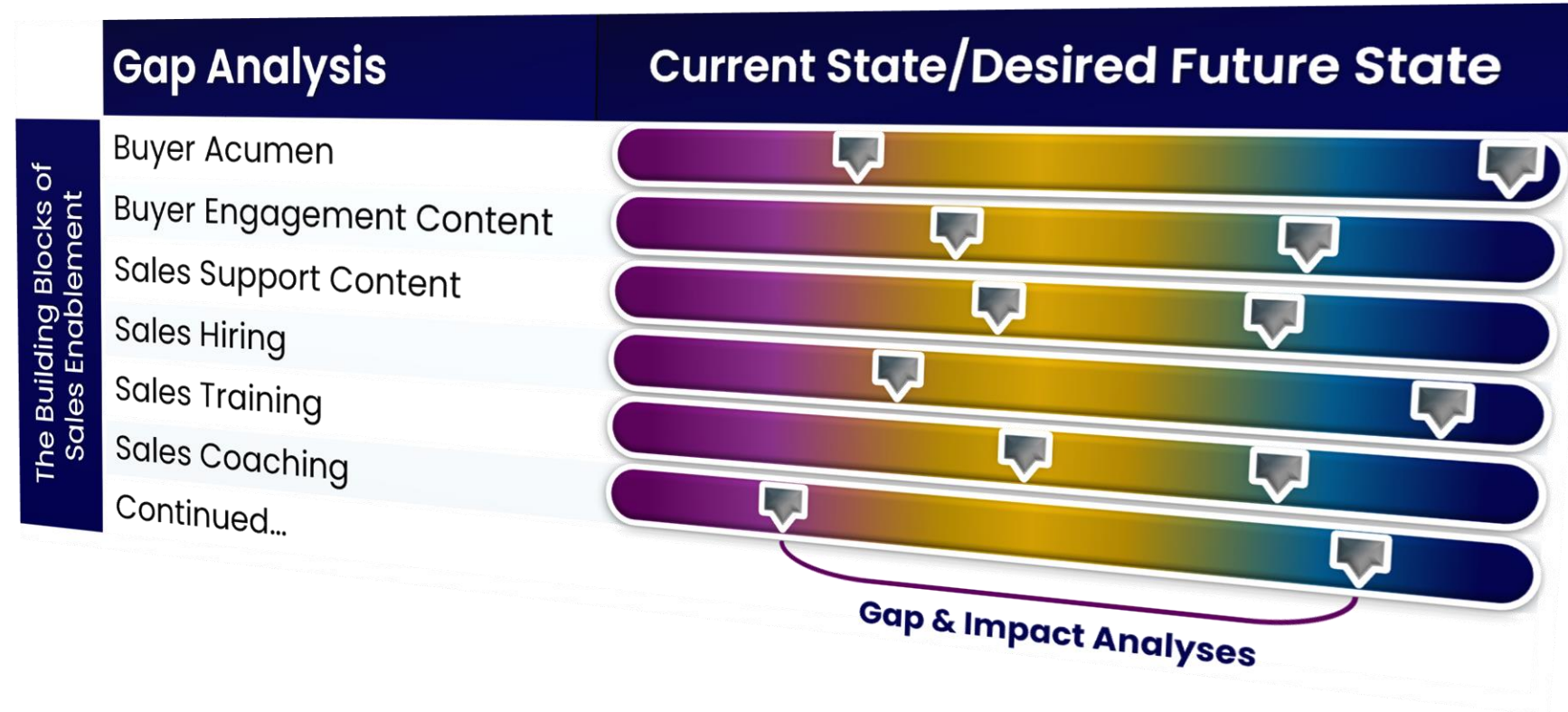- Tie to Strategic Objectives
- Prioritize and Execute Accordingly
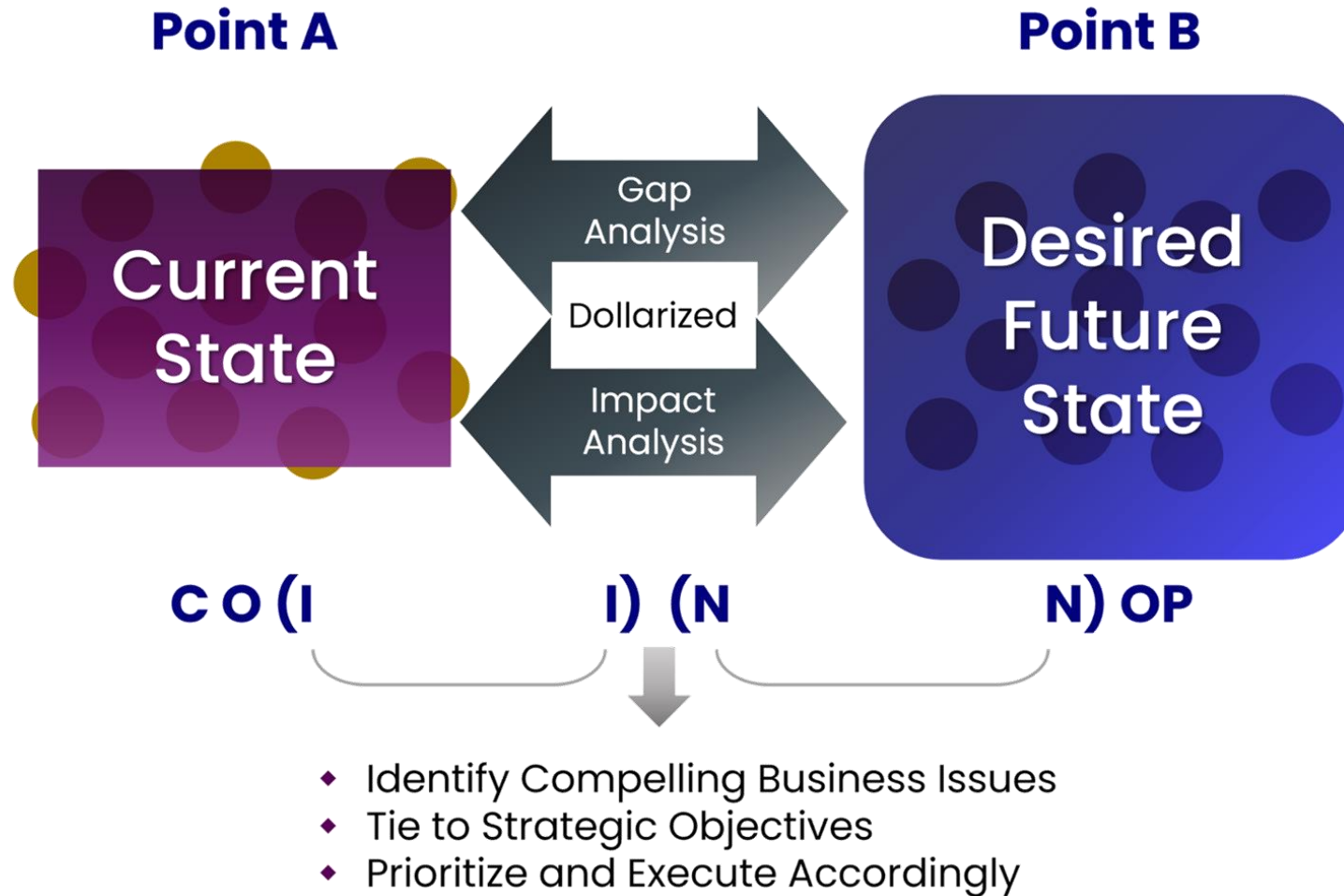
COIN-OP = **C**hallenges, **O**pportunities, **I**mpacts, **N**eeds, **O**utcomes, and **P**riorities

Use the Building Blocks as a Diagnostic Tool

GAP ANALYSIS

- Rate your current state in each building block.
- Facilitate a session with your charter partners, where you capture their qualitative and quantitative feedback.
- Compare to where you should be (ideal state/best practice) and note the gaps, for now.
- Ensure this ties to the Desired Future State in the Situation Assessment.

Gap Analysis	Current State/Desired Future State
Buyer Acumen	
Buyer Engagement Content	
Sales Support Content	
Sales Hiring	
Sales Training	
Sales Coaching	
Continued...	

The Building Blocks of Sales Enablement

Gap & Impact Analyses

Conduct a Force Field Analysis

Current State

Desired Future State (SMART Goals/Outcomes)

Force Field Analysis

Sources of Forces	Weight	Driving Forces ⟶	⟵ Restraining Forces	Weight
Situation Assessment with COIN-OP				
The Building Blocks of Sales Enablement				
▪ Buyer Acumen				
▪ Buyer Engagement Content				
▪ Sales Support Content				
▪ Etc.				
Other Factors, as Needed				

Create an Action Plan

Force Field Analysis

| | | Current State | Desired Future State (SMART Goals/Outcomes) |

Sources of Forces	Weight	Driving Forces ⟶	⟵ Restraining Forces	Weight
Situation Assessment with COIN-OP		**How can I strengthen or add Driving Forces?**	**How can I reduce or eliminate Restraining Forces?**	
The Building Blocks of Sales Enablement				
▪ Buyer Acumen				
▪ Buyer Engagement Content				
▪ Sales Support Content				
▪ Etc.				
Other Factors, as Needed				

ACTION PLAN

Who	Does What	With Whom	How	By When

Execute / Measure / Evaluate / Adjust

- **Standard 10:**
  Evaluate Results & Impact

1 Plan

2 Execute

3 Measure

4 Evaluate

5 Adjust
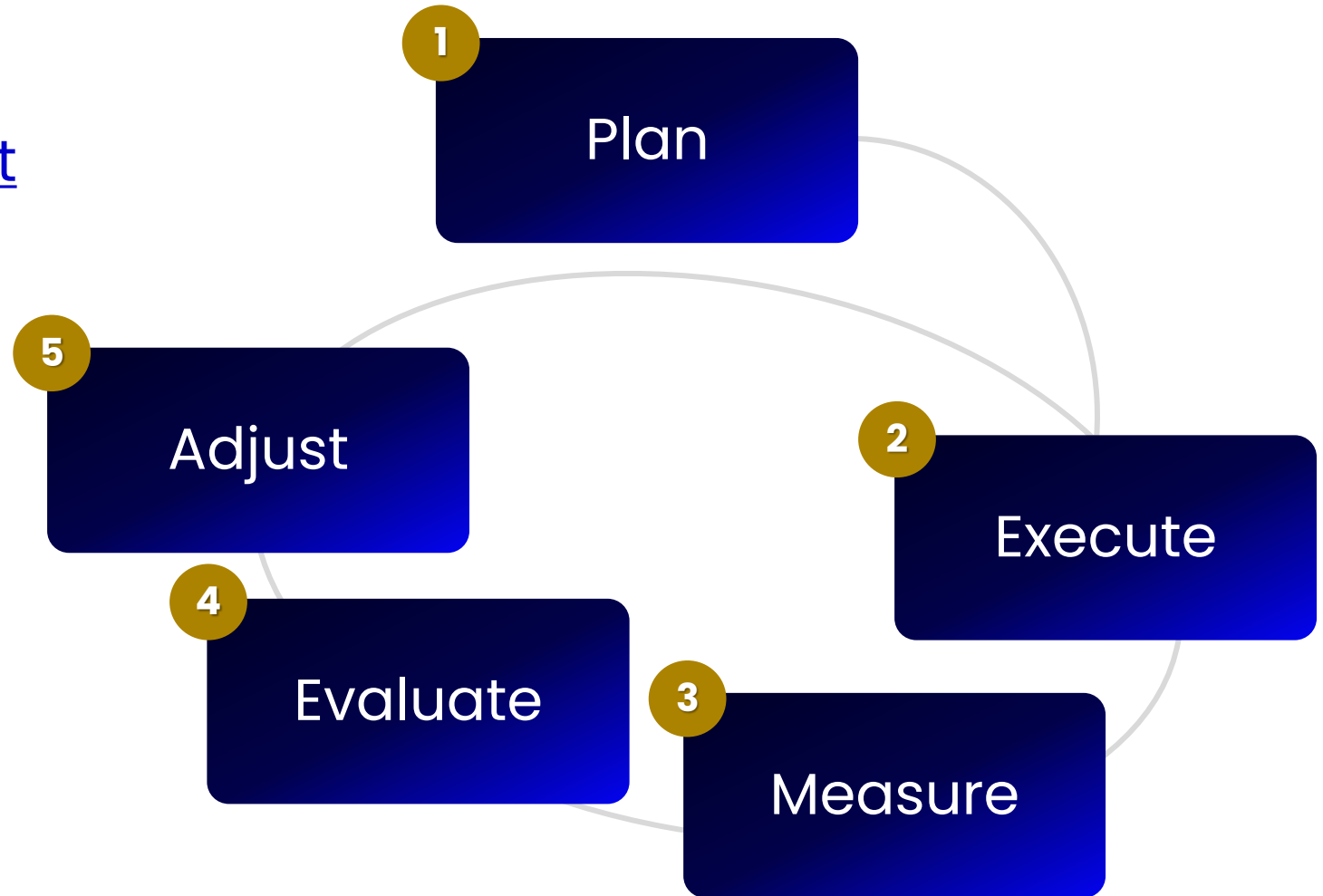
IS THIS WORTH ALL THE EFFORT?
Sample Results...

Drive Sales & Improve Employee Engagement

- Increased sales per rep by 47%
- Increased sales results 28.7% over previous year
- Decreased new-hire ramp up time by 23%, 34%, 47%, 52% (6 to 18 months)
- At 120 days, new reps outperformed a control group of 5 year reps by 21%
- $398MM YoY revenue increase (18 months total)
- Increased sales/rep in the 90 days post training by 23% – accretive increase of $36.6MM/year
- Increased sales 600% over previous year while decreasing operating expenses by 21%
- Improved average profitability per sales rep by 11%
- Improved new-rep win rate by 16%
- Deceased first-year new-hire churn from 75% to 24% (eventually, 16%).
- Moved from 9% of top performers delivering 91% of revenue to the top 10% delivering 56% of the revenue (with the top tier players maintaining or increasing performance).

QUESTIONS?

Mike Kunkle

Evolving Enablement to Performance Consulting

Mike Kunkle is a recognized expert on sales enablement, sales effectiveness, and sales transformations.

He's spent over 30 years helping companies drive dramatic revenue growth through best-in-class enablement strategies and proven effective sales transformation.

Mike is the founder of Transforming Sales Results, LLC and currently works as the Vice President of Sales Effectiveness Services for SPARXiQ, where he designs sales training, delivers workshops, and helps clients improve sales results through a variety of sales effectiveness services.

He collaborated with Doug Wyatt to develop SPARXiQ's Modern Sales Foundations™ curriculum and authored the SPARXiQ's Sales Coaching Excellence™ course. Mike's book, The Building Blocks of Sales Enablement, is available on Amazon and the course is available through FFWD.

Mike Kunkle

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SPARXiQ

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www.sparxiq.com

Connect with Mike & Follow His [Mostly Free] Content

SPARXiQ Blog	https://sparxiq.com/author/mikekunkle
Distribution Strategy Blog	https://distributionstrategy.com/author/mike-kunkle/
Transforming Sales Results Blog	https://www.mikekunkle.com/blog
Modern Sales Foundations	https://www.modernsalesfoundations.com
Sales Effectiveness Straight Talk Webinars	https://bit.ly/MikeKunkle-OnDemand (60 Free Recorded Webinars)
The Building Blocks of Sales Enablement	https://bit.ly/BBofSE (Book in Paperback and Kindle)
BB of SE Online Course through FFWD	https://GoFFWD.com/Blocks
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
Other Links	https://linktr.ee/mikekunkle

Thank You, ATL ISPI!

I hope this has been helpful and interesting.

You'll find additional Information in the Appendix, for your review.

Mike Kunkle

Mike Kunkle

APPENDIX
Additional Content & Resources

ISPI Atlanta

WHERE KNOWLEDGE BECOMES KNOW-HOW IN ATLANTA

Learn More!

There's a book and a course!

*"**The Building Blocks of Sales Enablement** is rooted in a deep understanding of the messy reality that confronts today's sales enablement leaders: complex, interdependent systems that govern today's modern commercial organization, and the chaos that is the customer buying experience. Mike Kunkle's intimate understanding of these dynamics delivers a clear and actionable framework that will propel growth for all revenue leaders."*

Nick Toman
President of SBI Growth Advisory, and co-author of *The Challenger Customer* and *The Effortless Experience*

THE
BUILDING BLOCKS
OF
SALES
ENABLEMENT

Mike Kunkle

The Building Blocks of Sales Enablement

Systems Thinking

Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Hiring	Sales Training	Sales Coaching
Sales Process	Sales Methodology	Sales Analytics & Metrics
Sales Technology & Tools	Sales Compensation & Recognition	Sales Manager Enablement

Communication: Sales Force & Cross-Functional Collaboration

Sales Support Services

BOOK: http://bit.ly/BBofSE

COURSE: https://GoFFWD.com/Blocks

Get the eBook for Free...

[Click to Download this free eBook](#)

eBook: How to Develop a Sales Enablement Plan That Delivers Results!

~~$12.95~~ **Free, for attendees!**

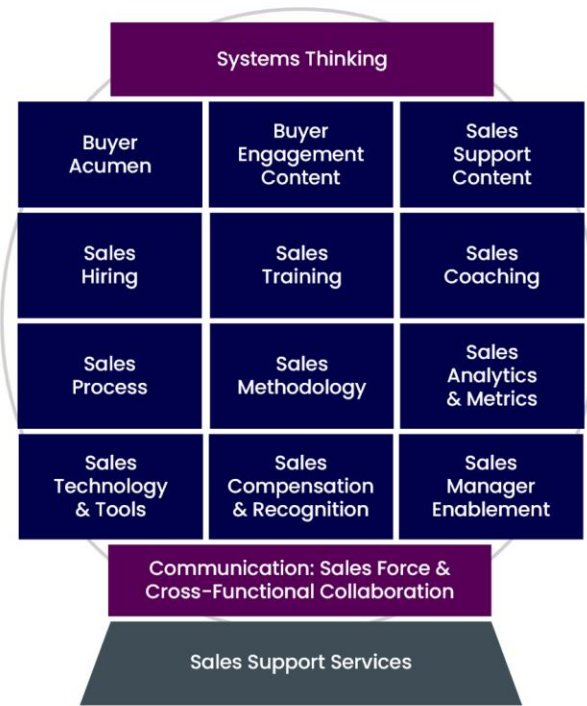TSR eBook: How to Develop a Sales Enablement Plan That Delivers Results!

1

Buy with G Pay

— OR —

Add to cart

The Building Blocks of Sales Enablement & Systems
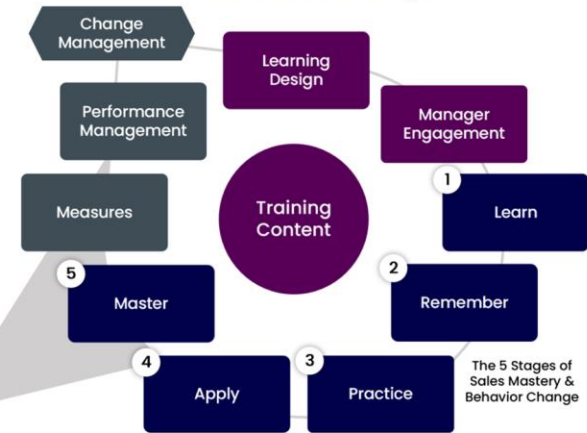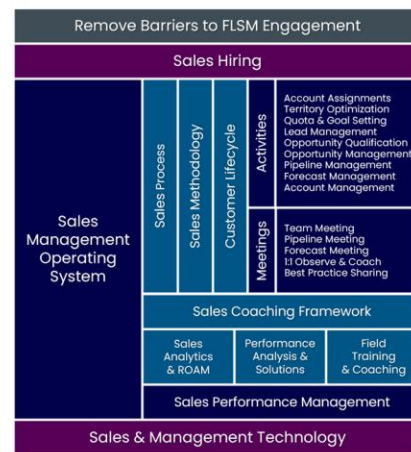
The Building Blocks of Sales Enablement

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Communication: Sales Force & Cross-Functional Collaboration

Sales Support Services

Sales Hiring

- Sales Competencies
- Traits & Mindsets
- Job Documentation
- Psychometric Assessments
- Behavioral Interviewing
- Situational / Hypothetical Interviewing
- Skill Validation
- Background & Reference Checks

Sales Readiness

Buyer Personas	Domain/Business & Solution Acumen
Buying Process & Exit Criteria	Sales Process & Methodology
Buyer Engagement Content Creation	Sales Enablement Technology

Analytics

Sales Training System

Sales Training

- Change Management
- Learning Design
- Performance Management
- Manager Engagement
- Measures
- Training Content

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

The 5 Stages of Sales Mastery & Behavior Change

Sales Management

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

Sales Coaching

Inputs
- Sales Competency Knowledge
- Sales Competency Diagnostics
- Sales Competency Metrics

People
- Seller
- Manager

Coaching Process
- DIAGNOSE — ROAM
- PLAN — Solution Chart
- DO
- REVIEW — Rolling Reviews

Results

Outputs — Personalized Learning Plans, Field Training / Sales Coaching / Action Plans

INDIVIDUAL SESSIONS

Set the Stage

Lead the Performance Analysis Discussion

Explore Solution Options & Agree on the Best Solution

Develop & Implement an Action Plan

FIELD TRAINING
1. Tell
2. Show
3. Do
4. Review

SALES COACHING
1. Engage
2. Practice
3. Do
4. Review

ACTION PLAN
- Who
- Does What
- With Whom
- How
- By When

How Sales Systems Support The Building Blocks

Here is another view of how the blocks and systems intersect.

The Building Blocks	The Supporting Systems
The First Row of Blocks ▪ Buyer Acumen ▪ Buyer Engagement Content ▪ Sales Support Content	**The System** Sales Readiness System
The Second Row of Blocks ▪ Sales Hiring ▪ Sales Training ▪ Sales Coaching	**The Systems** Sales Hiring System Sales Training System Sales Training + Sales Management System
The Third Row of Blocks ▪ Sales Process ▪ Sales Methodology ▪ Sales Analytics & Metrics	**The Systems** Sales Readiness + Sales Management System
The Fourth Row of Blocks ▪ Sales Technology & Tools ▪ Sales Compensation ▪ Sales Manager Enablement	**The Systems** Sales Readiness + Sales Management

Systems Thinking

1 Buyer Acumen	Buyer Engagement Content	Sales Support Content
2 Sales Hiring	Sales Training	Sales Coaching
3 Sales Process	Sales Methodology	Sales Analytics & Metrics
4 Sales Technology & Tools	Sales Compensation & Recognition	Sales Manager Enablement

Communication: Sales Force & Cross-Functional Collaboration

Sales Support Services
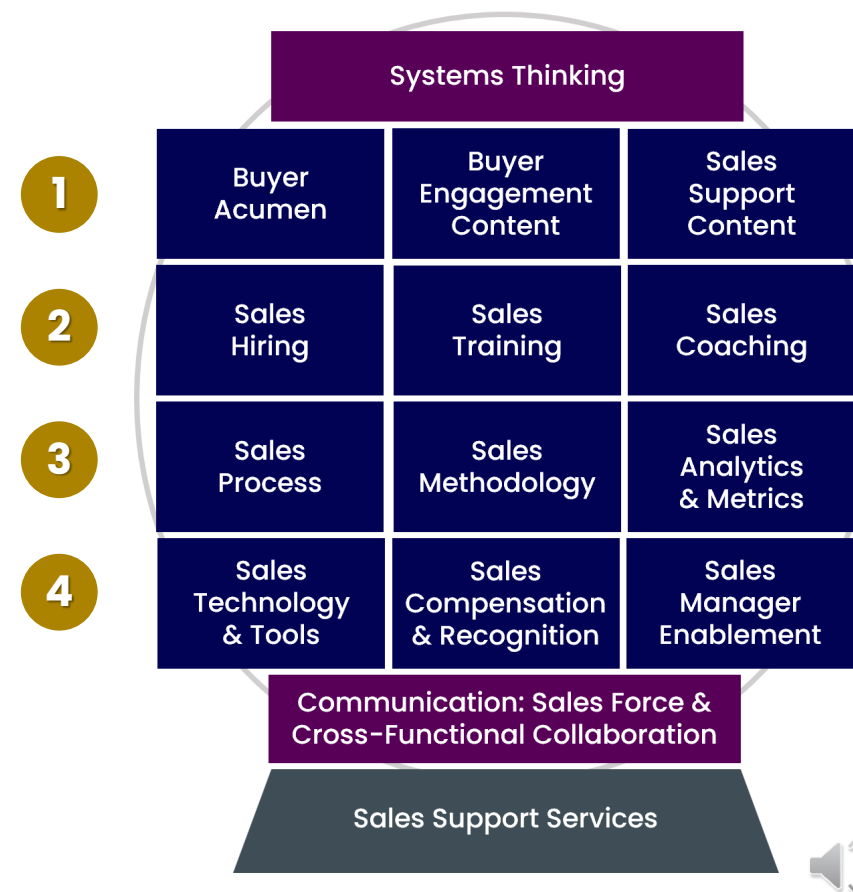
With this foundation in place, let's continue to create the plan.

Become a Sales Change Expert

Create Your Personal Learning Plan:

- Performance Consulting
- Human Performance Technology
- Total Quality Management (TQM)
- Business Process Management
- Financial & Business Acumen
- Organization Development
- Organization Behavior
- Systems Thinking
- Lean and Six Sigma
- Agile Methodology
- Change Management

Some Performance Consulting Books

Title	Author(s)	Link
Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results	Dana Gaines Robinson, James C. Robinson, Jack J. Phillips, Patricia Pulliam Phillips	https://www.amazon.com/Performance-Consulting-Strategic-Process-Organizational/dp/1626562296/
Serious Performance Consulting	Geary A. Rummler	https://www.amazon.com/gp/product/0787996165/
Performance Consulting: Applying Performance Improvement in Human Resource Development	William J. Rothwell	https://www.amazon.com/Performance-Consulting-Applying-Improvement-Development/dp/1118128788
The Performance Consultant's Fieldbook: Tools and Techniques for Improving Organizations and People	Judith Hale	https://www.amazon.com/Performance-Consultants-Fieldbook-Techniques-Organizations/dp/0787985341/
Handbook of Human Performance Technology, 3rd Edition	James A. Pershing, editor	https://www.amazon.com/Handbook-Human-Performance-Technology-3rd/dp/0787965308
Exemplary Performance: Driving Business Results by Benchmarking Your Star Performers	Paul Elliott, Al Folsom	https://www.td.org/book/exemplary-performance-driving-business-results-by-benchmarking-your-star-performers
Performance Basics	Joe Willmore	https://www.td.org/books/performance-basics-2nd-edition
Training Ain't Performance	Harold D. Stolovitch, Erica J. Keeps	https://www.td.org/books/training-aint-performance
Human Competence: Engineering Worthy Performance	Thomas F. Gilbert	https://www.amazon.com/Human-Competence-Engineering-Worthy-Performance/dp/0787996157
Human Performance Improvement: Building Practitioner Performance	William J. Rothwell, Carolyn K. Hohne, Stephen B. King	https://www.amazon.com/Human-Performance-Improvement-Building-Practitioner/dp/1138237604/

Helpful Tools I Use

Solution Selector

Conditions	Reasons	Solutions
Don't Know Something	What to do	Train
	Why to do it	
	How to do it	Coach
Incorrect Thinking	Their way is better	Coach / Counsel
	Your way won't work	
	Something else is more important	
	They are doing it (lack of feedback)	Feedback
Misaligned Consequences	A negative consequence for doing it	Manage Consequences
	No negative consequence for not doing it	
	A positive consequence for not doing it	
	No positive consequence for doing it	
Constraints	Obstacles beyond their control	Counsel Change Transfer Terminate
	Personal limits (incapacity)	
	Fear (anticipating failure)	
	Personal problems	
	No one could do it	

Adapted from Ferdinand F. Fournies

Part of Sales Coaching Excellence

Gilbert's Behavior Engineering Model

	Information	Instrumentation	Motivation
Environmental Supports	*Data* 1. Relevant and frequent feedback about the adequacy of performance 2. Descriptions of what is expected of performance 3. Clear and relevant guides to adequate performance	*Resources* 1. Tools and materials of work designed scientifically to match human factors	*Incentives* 1. Adequate financial incentives made contingent upon performance 2. Non-monetary incentives made available 3. Career-development opportunities
Person's Repertory of Behavior	*Knowledge* 1. Systematically designed training that matches the requirements of exemplary performance 2. Placement	*Capacity* 1. Flexible scheduling of performance to match peak capacity 2. Prosthesis 3. Physical shaping 4. Adaptation 5. Selection	*Motives* 1. Assessment of people's motives to work 2. Recruitment of people to match the realities of the situation

Behavior Engineering Model, *Human Competence: Engineering Worthy Performance*, 1978, p. 88.

https://hpttreasures.files.wordpress.com/2018/07/updating-the-behavior-engineering-model-roger-d-chevalier.pdf
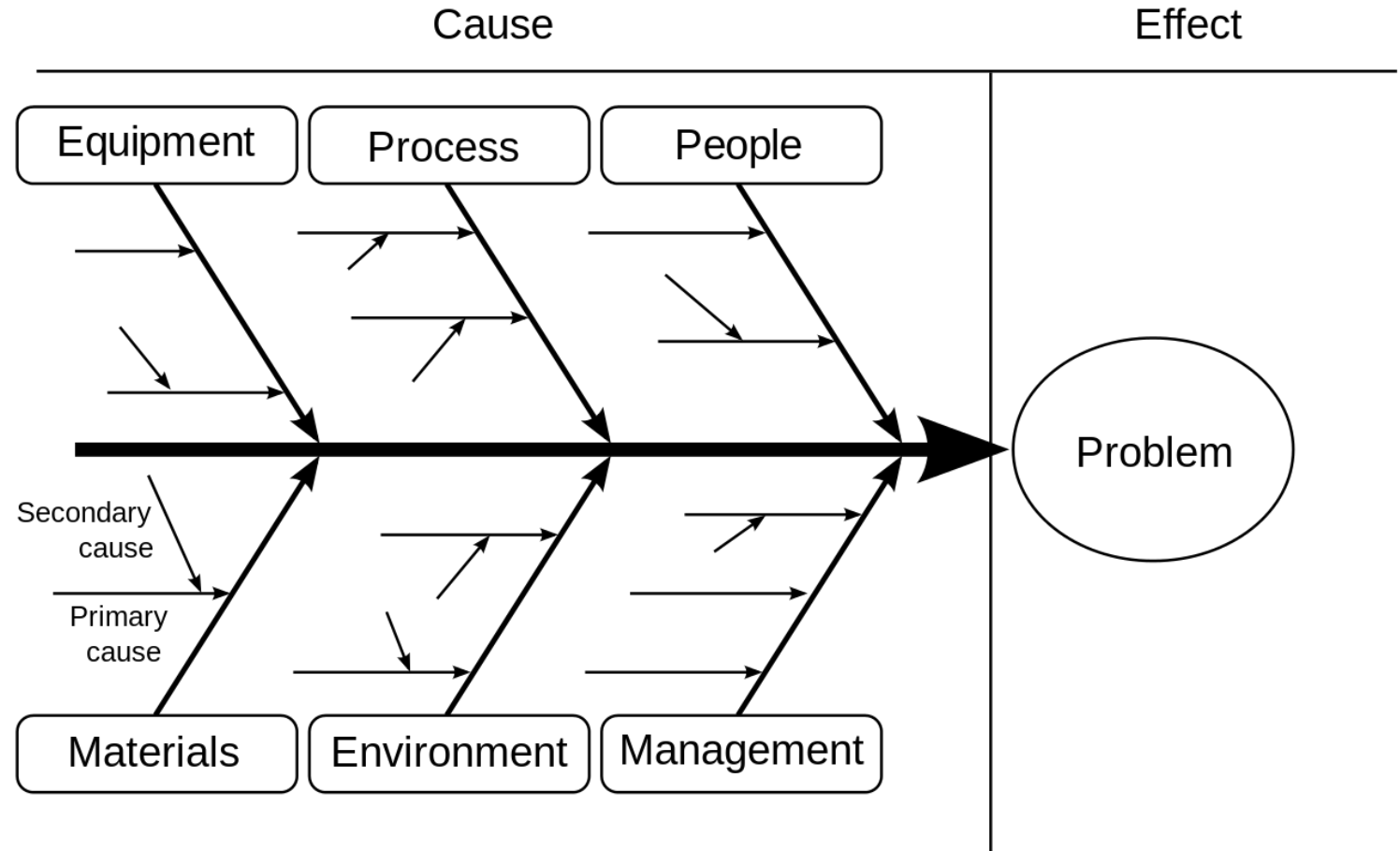
Mager & Pipe's Performance Analysis Flowchart
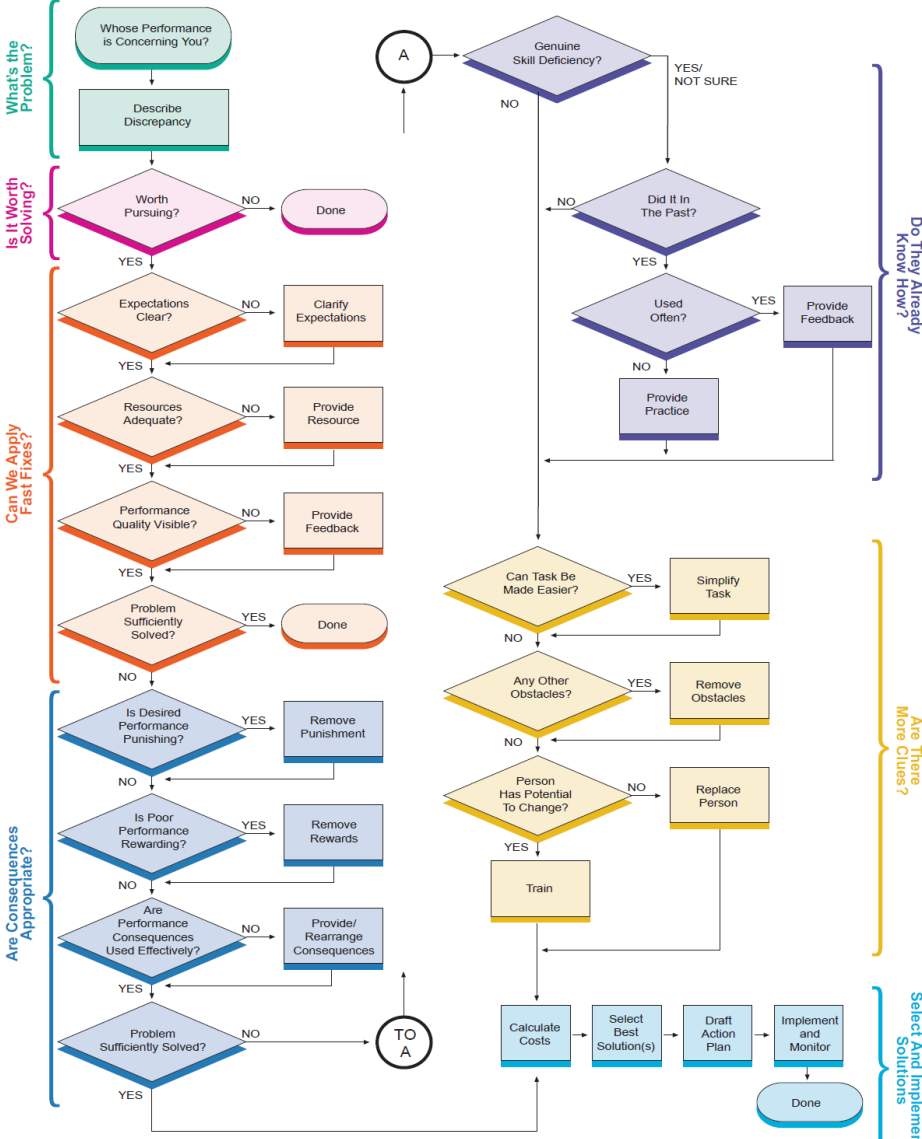
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https://magerconsortium.com/product/pa-job-aid-quick-reference-package-of-24/

Helpful Tools I Use

▸ Root Cause Analysis

    - Cause & Effect Analysis
      (Fishbone/Ishikawa Diagram)

Helpful Tools I Use

▸ And More…

https://www.mindtools.com/

https://goalqpc.com/

Thank You, ATL ISPI!

I hope this has been helpful and interesting.

Best of success on your Journey with the ISPI Performance Standards!

Mike Kunkle