



RESEARCH INSTITUTE

Frontline Sales Manager's Dilemma – Coach,
Leader and Business Manager

London June 18, 2015

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UNDER PRESSURE

Pressure pushing
down on me
Pressing down on
you

Queen: Under Pressure...

THE FSM'S WORLD



- Sandwich position
- Many first priorities
- Numerous requests
- Customers, business, people
 - Three dimensions
 - Competing areas

FSM – WHAT’S THE ROLE?

“Making the numbers.
That’s the role,
isn’t it?”

FSM - CURRENT STATE



Key role with huge leverage factor

- **Not properly defined**
- **Poorly developed and enabled**
- **Lack of investment**

AGENDA



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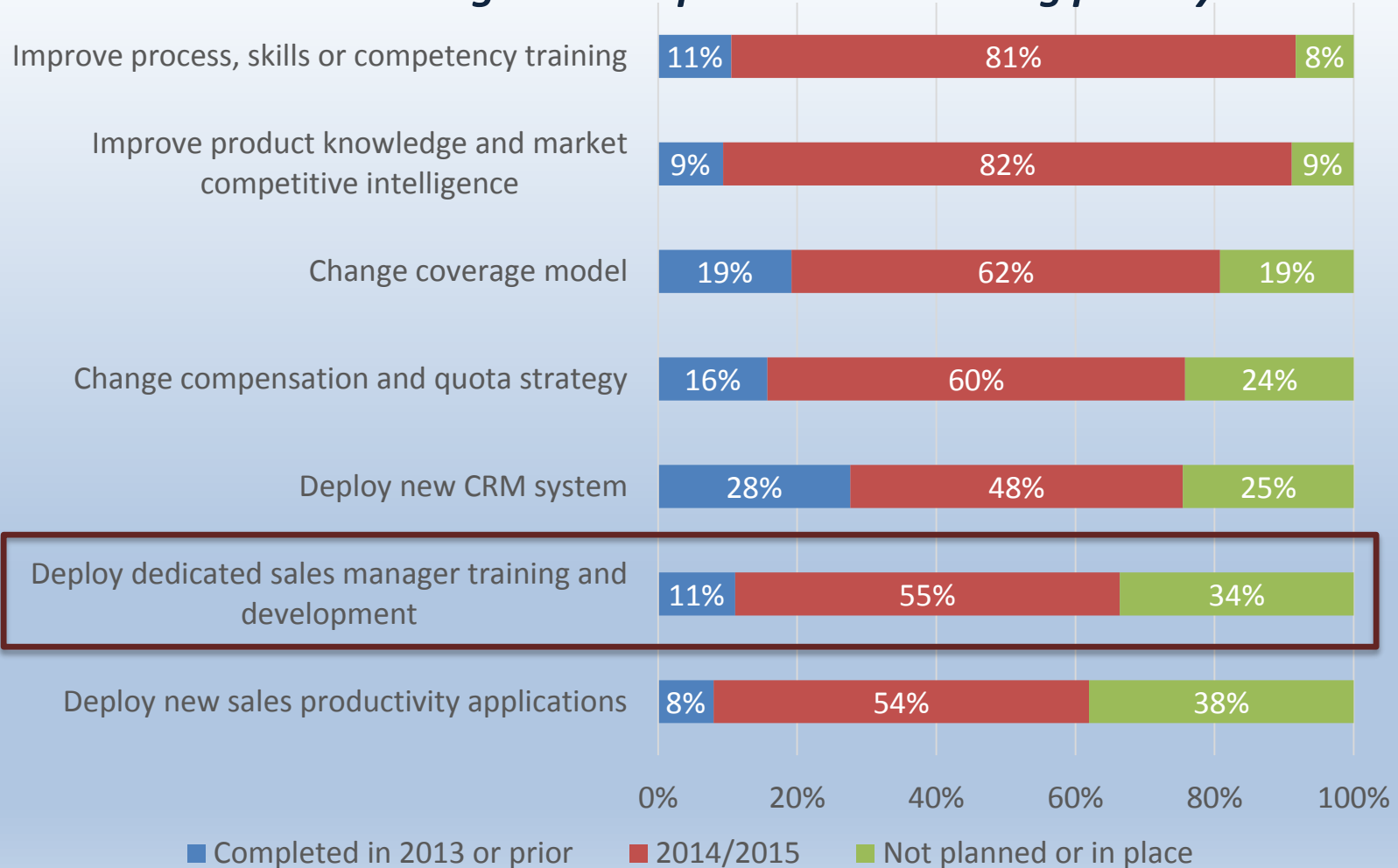
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- 2005-2013: T-Systems International GmbH:
VP Sales Enablement & Transformation
Senior Manager Sales Enablement
Head of Business Development Utilities
- 2001-2005: Managing Consultant, Detecon
Sales & Delivery
- 1999-2001: Diebold: Senior Consultant:
Sales & Delivery
- 1998-1999: Ratio Ltd. Overseas Division
Project Manager, Sweden
- 1992-1998: Rausch + Partner (own company):
Sales & Delivery

- **Current State of Frontline Sales Managers** – Data points from latest research
- **Balancing competing areas: Frontline Sales Manager Triangle**
- **What can really be controlled in that role? The Frontline Sales Manager Mantra**
- **Your Take-Aways**

INVESTMENTS IN SALES PRODUCTIVITY

Sales Manager Development still not a big priority



2014 MHI Research Institute: Sales Performance and Productivity Study

TOP PRIORITIES

Various top priorities compete against each other

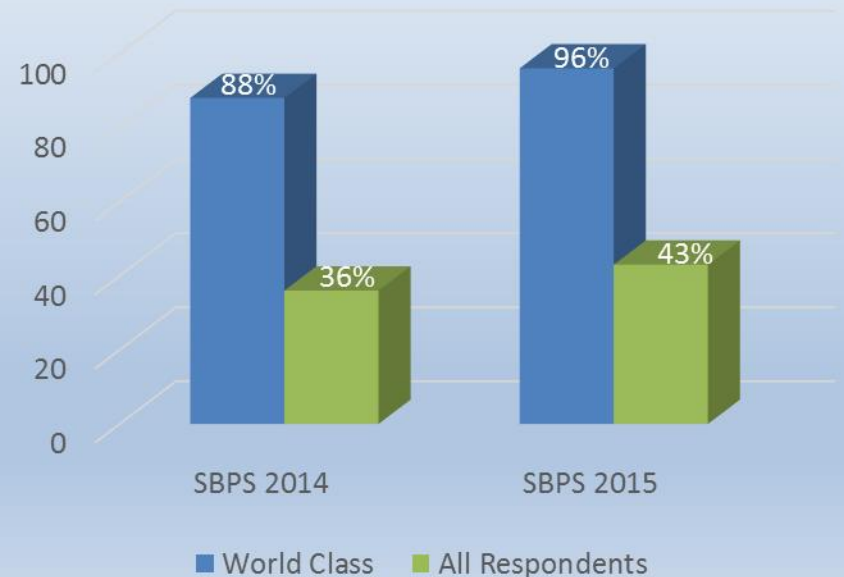


TOP FSM BEHAVIOURS

In an average month, our sales managers definitely spend adequate time **coaching each individual** on the sales team.



Our management team is highly accountable for their sales teams' **continuous improvement.**



2015 MHI Sales Best Practices Study – Download your copy:

<https://www.mhiresearchinstitute.com/home>

FSM ACTIVITIES IN DIFFERENT AREAS

Customer interactions
with salespeople

Coaching
salespeople

Help salespeople
to pursue
large deals

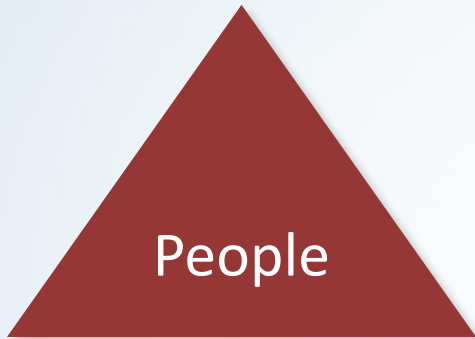
Managing
escalations

Optimize
Resource
Allocation

Reporting and
forecasting

Customer interactions
without salespeople

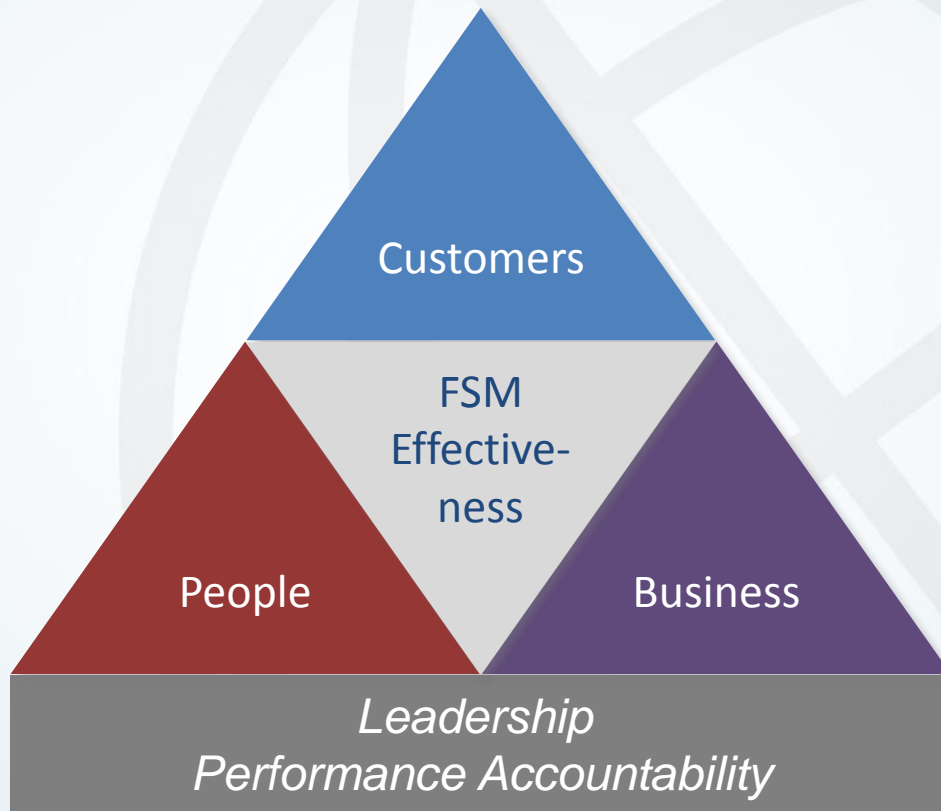
THREE COMPETING AREAS



**FSMs have to become Coach, Leader,
and Business Manager at the same time**

**Coaching is the only way to consequently
leverage the sales team's full potential**

FSM TRIANGLE



YOUR DRIVING LICENSE

**How did you
drive when you
got your driving
license?**

**And how do you
drive today?**



... AND THE FSM'S DRIVING LICENSE

**Most FSMs
never got a
driving
license!**

**They had to figure it
out on their own!**



FSM TRIANGLE



**Shift from
unconscious to
conscious mind**

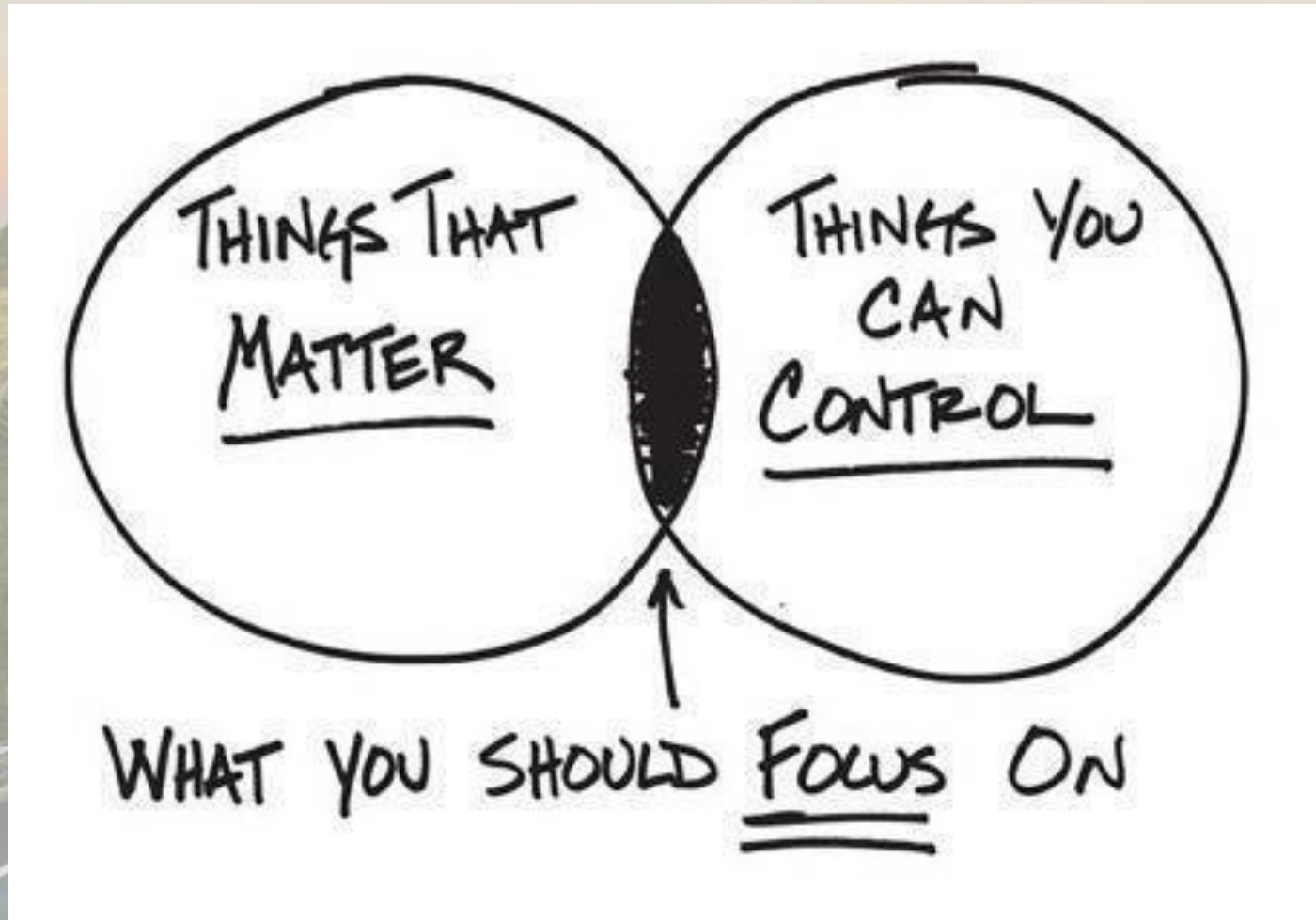
**Consciousness is a
prerequisite to drive
FSM's individual
effectiveness**

WHERE IS YOUR FOCUS ON THE MOTORWAY?

Rear view mirror or windscreen?



WHAT'S THE FSM'S FOCUS?



ACTIVITIES, OBJECTIVES AND BUSINESS GOALS

**Business
Goals**

**Sales
Objectives**

**Sales
Activities**

To be managed
directly?

To be influenced
directly?

To be measured
directly?

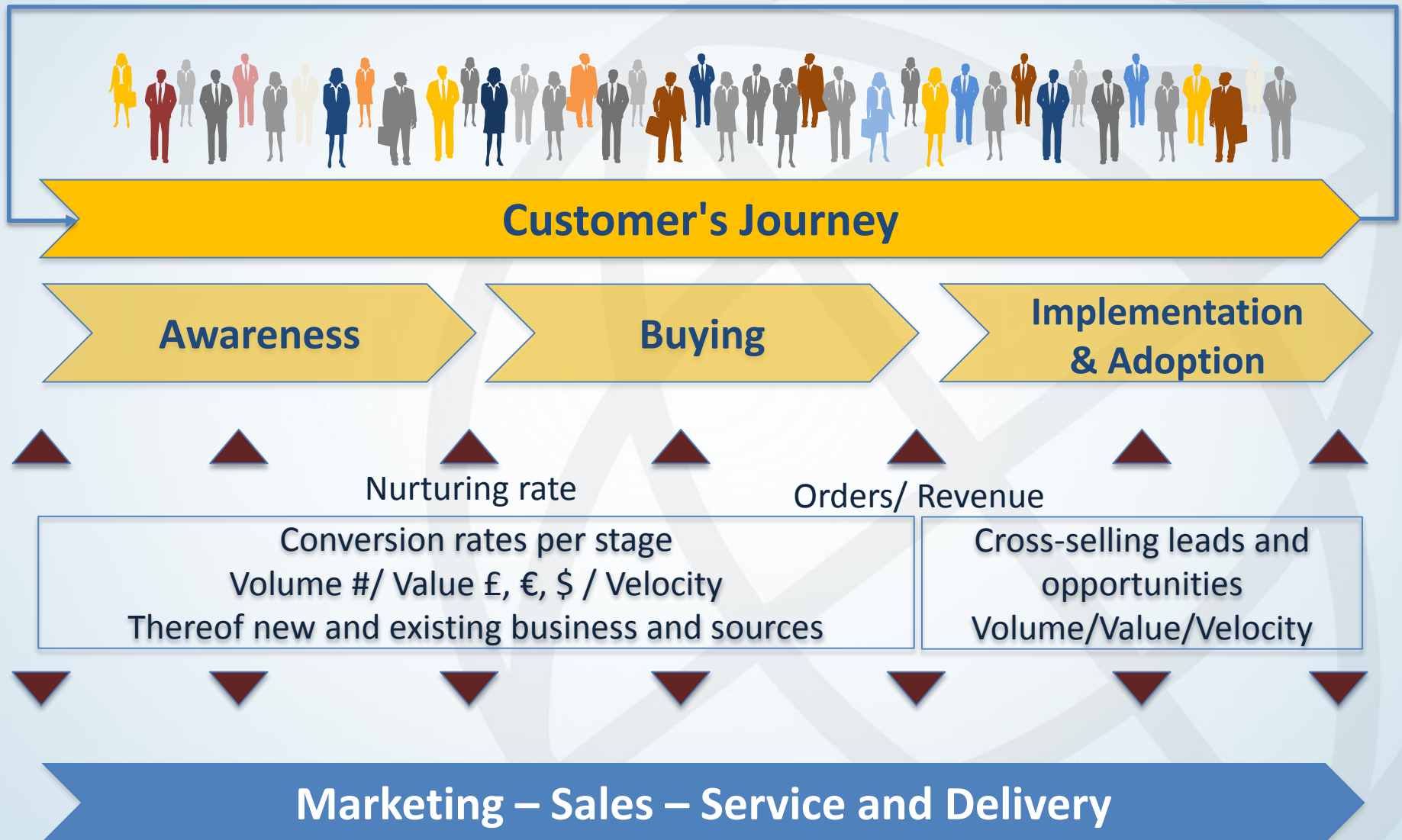
THE FSM MANTRA



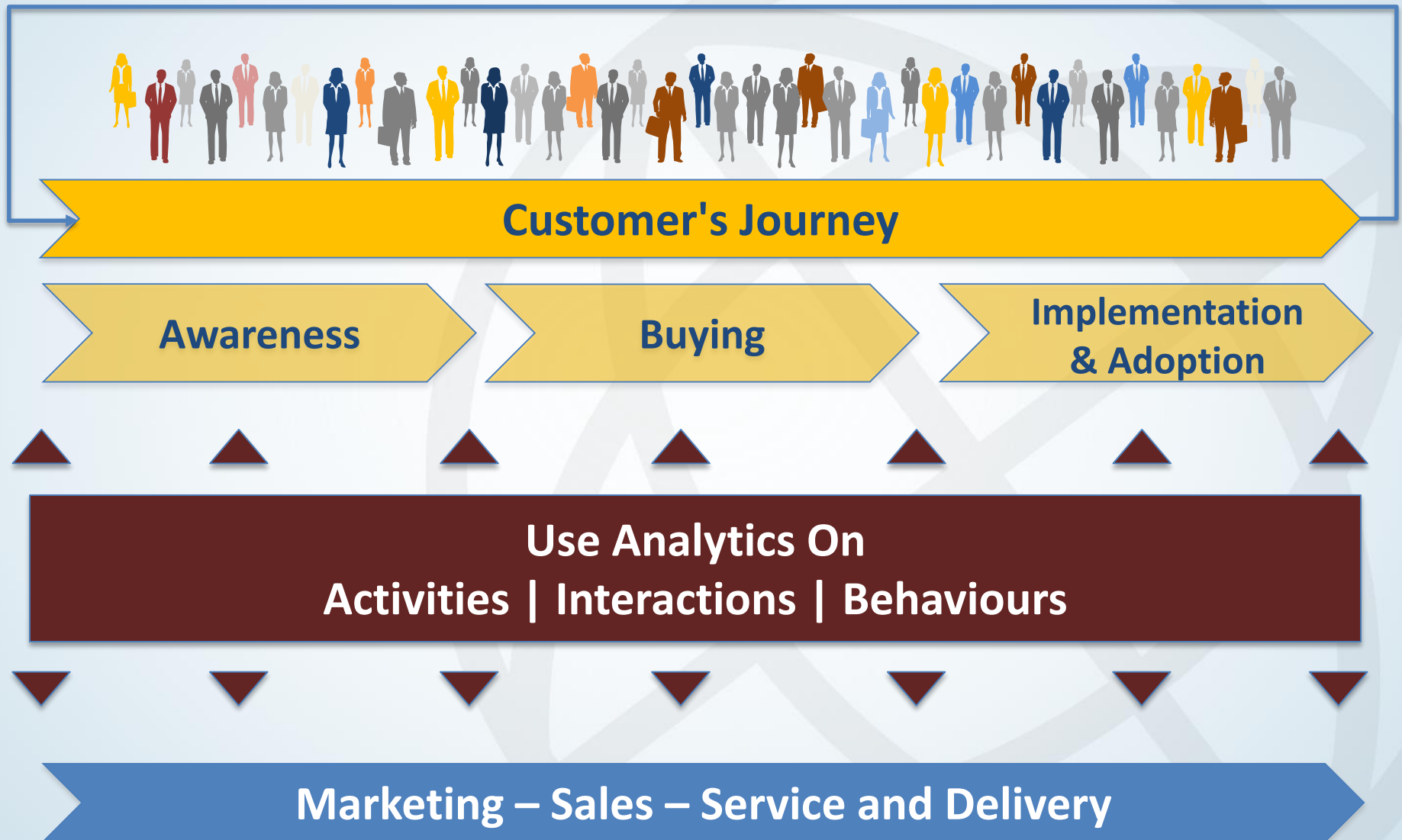
THE RELEVANCE OF LEADING INDICATORS



LEADING INDICATORS - EXAMPLES



LEVERAGE ANALYTICS



YOUR TAKEAWAYS

FSM Role

- Highly important, complex role -> sales execution
- **Huge leverage effect**
- But poorly developed and enabled

FSM Triangle



- **Visualisation** of competing areas customers, people, business
- **FSM effectiveness** requires a shift from the unconscious to the conscious mind

FSM Mantra

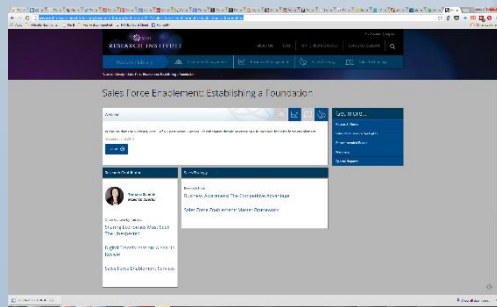
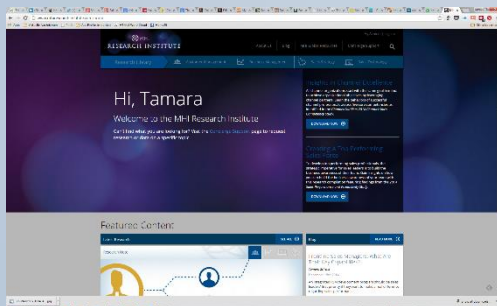


- FSMs focus on **leading indicators and predictive analytics** along the customer's journey to achieve sales objectives and business goals

RELATED RESEARCH

„The Institute“

<http://www.mhiresearchinstitute.com/>



- FSM Webinars
 - Part 1: FSM Foundation (Triangle & Mantra)
 - Part 2: FSM Maturity Assessment Model
 - Part 3: FSM Capability Framework
- Various Research Notes covering all FSMs webinar topics plus FSM agility
- Blog posts on our website:
<http://www.mhiresearchinstitute.com/blog>
- Blog posts on LinkedIn:
<https://www.linkedin.com/today/author/1712460>

Unparalleled Perspectives on B2B Sales



Research, Data and Expertise Sales Leaders Respect and Trust Globally.

Research

- Published Weekly
- Sales Leadership
- Sales Operations
- Enablement/Training
- Sales Technology

Data

- 20 years of CSO Insights Operational Data
- 12 years of *MHI Sales Best Practices Study* Behavioral Data

Expertise

- Jim Dickie
- Barry Trailer
- Joe Galvin
- Tamara Schenk
- Pat Lynch
- Tom Chamberlain
- Anne Petrik
- Kim Cameron
- Laura Andrus

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