



BUILDING A STRONG, POSITIVE & POWERFUL SALES CULTURE

"Culture" is... "the way things get done around here." Every company has a culture, every family has a culture and every sales team has a culture.

As sales leaders, we must work as hard to build the sales culture of our team as we work on anything else because culture is as powerful as gravity. When "the way things get done around here" are the **right** things, revenue growth, efficiency and margin are the results. And the producers of those results are talented, engaged salespeople who are both magnetic and unstoppable...people who will run through a wall for themselves, for you and for the company.

You know your sales culture is **STRONG** when leaders model what they want to see in others. They know where they are going. They set high standards. They never ask a seller to do something they won't do themselves. They push.

You know your sales culture is **POSITIVE** when leaders welcome feedback...good and bad...from everyone around them. They choose a growth mindset. They go above and beyond for their people and for their clients.

You know your sales culture is **POWERFUL** when it's a beacon. New talent is drawn to the promise of personal and professional growth. Existing talent chooses to stay for the long term for the sheer pleasure - and financial rewards - of being part of a winning team.

Below are the six foundational pillars of a strong, positive and powerful sales culture. Rate your culture on a rater scale to determine where you are succeeding and where your culture needs work.

Skill and discipline, not just product knowledge

(poor) 1-----2-----3-----4-----5 (excellent)

Can each seller identify a dozen skills and a dozen disciplines they use to run a sales meeting, or do they show up and throw up product knowledge? Do leaders and sellers track a list of current skills and disciplines under development? Are leaders modeling tremendous daily discipline for the team?

Practice makes permanent

(poor) 1-----2-----3-----4-----5 (excellent)

How often does each seller practice with a coach in a given week? Do sellers know how to set concrete goals for their development, and do leaders know how to hold them accountable for each goal? Are sellers surrounded by multiple coaches? Do you practice on each other, not on your customers? Are ridealong's not only expected but embraced? Does every seller raise their hand when asked to practice in front of the team?

Feedback is generous, immediate, factual, truthful and specific (G.I.F.T.S.)

(poor) 1-----2-----3-----4-----5 (excellent)

Are specific skills isolated and given weekly coaching and feedback? Is role-play harder than real life? Does role-play happen at a moment's notice, or is it always planned? Do leaders give each seller 3-5 pieces of specific performance feedback every week?

Discipline, grit, resilience

(poor) 1-----2-----3-----4-----5 (excellent)

Do sellers make 50 calls before breakfast? Are daily disciplines identified and rewarded? Are sales sprints run quarterly to bolster the early pipeline? Do sellers know how to get themselves out of a jam? Are sellers asking for feedback from their clients?

Skill, performance, panache

(poor) 1-----2-----3-----4-----5 (excellent)

Is each seller agile in executing each of the 10 different Sales Conversation types? Can each seller tell 50 stories at a moment's notice? Does each seller stay calm under fire? Do sellers give stellar presentations that leave clients wanting more? Are sellers highly-networked both inside and outside the company?

Leadership, measurement, mindset

(poor) 1-----2-----3-----4-----5 (excellent)

Is each leader agile in executing each of the 10 different Sales Leader Conversation types? Do sellers and leaders capture and track the feedback they receive from coaches in a running log? Do the lessons learned from wins and losses get discussed and embedded as future skills and disciplines? Do sales leaders catch underperformance early and take concrete corrective action? Does each member of the team have a growth mindset and are they striving to be 10X better than they are right now? Are people having fun?

Score = 27-30. Your sales culture is a beacon for talent. Double down on the most important existing strength of your culture, or choose the next most important aspect of your culture to be built. Get after it.

Score = 23-26. Your sales culture is emerging into greatness. Choose one action you can take each quarter over four quarters to improve those four specific aspects of your culture. Rinse and repeat next year.

Score = 22 or below. There is work to be done. With as much specificity as possible, capture a list of improvements you would like to make under each of the six foundational pillars. Work as a leadership team to prioritize which pillar will be addressed first, and then choose one action you can take each quarter to improve one of the pillars and move it up the scale. Repeat this each quarter.