

CLIMB for Collaboration

Boosting sales performance within a collaborative culture at leading International Insurer.



Summary

The impact of 'CLIMB for Collaboration' for the sales team has been significant. A team spirit has been cultivated, their perception across the wider business with internal stakeholders around collaboration has improved, and the Head of Sales has seen a dramatic difference across all of the team and in particular the positive behaviour of some individuals, which has impacted on the business's substantive YoY growth.

Challenge

The Head of Sales managed a senior team of four strong individuals. Despite some challenging dynamics within the team, sales were good, but there was also criticism from internal stakeholders that there was a lack of collaboration with operational teams. Their leader strongly believed that if the team performed better, then sales would increase further and saw this as an opportunity.

The need for a professional development solution was identified that would focus on helping individuals perform better individually and as a team, and ensure that the perception of the team was improved across the wider business.

Solution

Global Eloquence's expertise in working with high performing teams to improve collaboration, meant we were able to create a bespoke programme for the Sales team - **CLIMB for Collaboration**, which would deliver against the objectives set out below.

Defined objectives:

- Prepare individuals for the 'next level' of seniority/management.
- To positively impact on sales activity, behaviours and results.
- Increase management capabilities.
- To encourage and explore collaboration opportunities across business and stakeholder management.

Bespoke Solution - The CLIMB for Collaboration Programme

Includes team days, individual coaching sessions and stakeholder interviews:

- Analysis –360° interviews including peer to peer and stakeholder feedback to assess perceived strengths and weaknesses of individuals in the team.

- Three team days – Reset, Review (checking progress), Reflect (bringing it all together).
- Six individual coaching sessions – encourage individuals to look at ‘interference’ or blockers to actions that leads to actions being put in place.

“There is no doubt that the training and feedback has worked effectively and on the most part been a very positive experience!”
Comment from CEO

Empowering individuals to perform better

The programme enabled the team as a whole and individuals to receive feedback that was at times challenging, but helped them uncover any gaps in performance and development areas. Individuals were able to gain a perception of themselves from others’ feedback, empowering them to look at how they could perform better and ensure the perception of the team across the business was viewed more positively.

A ‘Critical Friend’

From the individual team members’ point of view, the one-to-one sessions with their coach provided an opportunity to take stock and reflect on how things are working. They saw him as an external sounding board and ‘critical friend’ who helped them focus on their goals and put strategies in place to address their development areas.

From the manager’s point of view, working closely with the coach gave him an external and independent view about his team, whilst easing the burden of delivering challenging feedback to direct reports who were more comfortable receiving this from an impartial ‘critical friend’. He was also able to use the coach as a channel to reinforce the change and messages he wanted to get across.

“As you know I think this year has been a real success for us and the support you have given the team.”

Comment from Head of Sales

Outcome

The impact of CLIMB for Collaboration has been significant for the Sales team in terms of the positive impact on the business’s substantive YoY growth.

In relation to the objectives set out at the beginning of the programme, success can be demonstrated in all areas:

Prepare individuals for the ‘next level’ of seniority/management

- As a result of the feedback and coaching sessions, and strategies put in place, the sales team is now better regarded within the wider business and staff are well positioned for future promotions.
- A member of the team, whose future role is uncertain, found the one-to-one coaching helped him gain a clearer perspective on his future direction. He was able to instigate an open and honest conversation with his manager, presenting him with a potential solution.
- All team members now feel empowered to make autonomous decisions at a senior level than previously, freeing up time for their manager.

To positively impact on sales activity, behaviours and results

- A real team spirit is now evident in the workplace and with their wider teams, which has impacted on the business’s substantive YoY growth. The whole team has hit budget early into the financial year and one team member is demonstrating +20% growth YoY and high retention rates.
- Following some challenging feedback, particularly around communication from peers and other key stakeholders, one team member reflected on this and proactively took steps with support from her coach, to address the behaviours that were holding her back from getting to the next level. She adapted her style and has made a concerted effort to build better relationships internally.

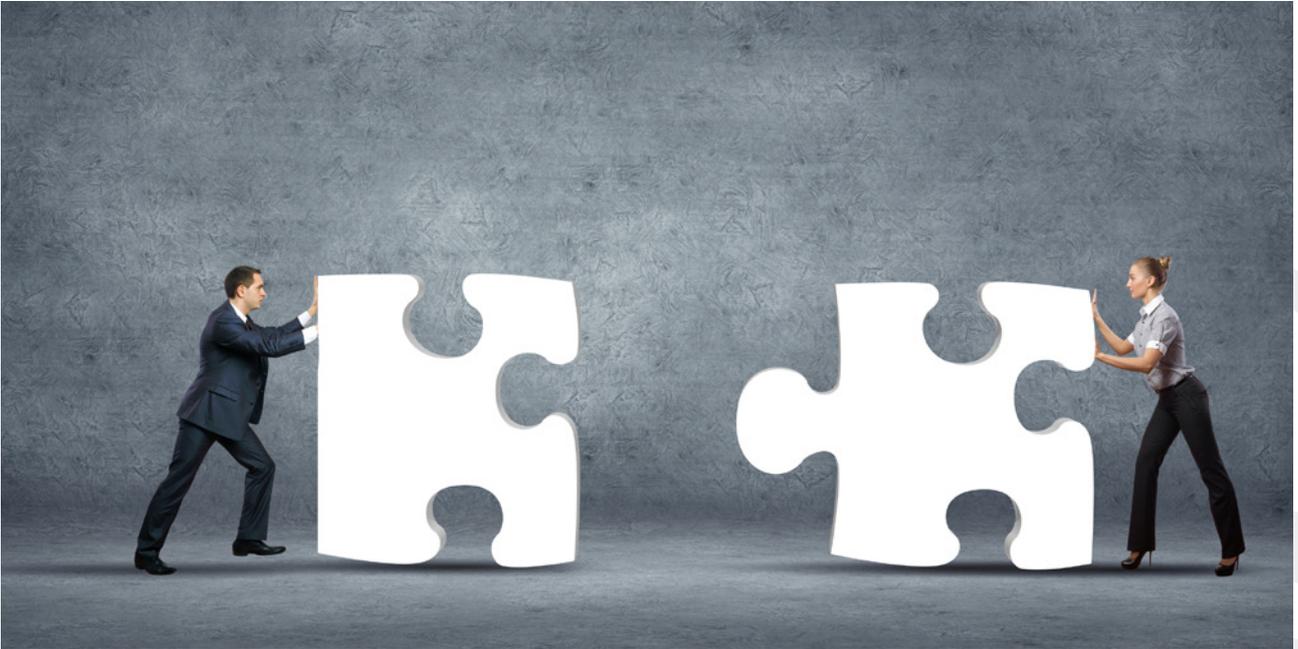


“He really motivated me to improve myself and turnaround people’s perception of me.”
Team member feedback

“Through feedback and coaching sessions, there has been a positive impact on the behaviour of a team member who was seen to be too direct in their approach and it has changed significantly for the better. This person is receiving good press from colleagues and heading for a promotion.”
Line Manager feedback

Increase management capabilities

- The sales team dynamic is much improved and they are now having a more mature conversation as a team, as a result of individuals understanding each other’s strengths and development areas.
- The impact of working together more effectively as a team has cascaded to the wider teams of each of the individuals involved. Each person has changed their engagement style focusing on more face-to-face conversations and less email communications, which has cultivated better relationships and identified areas for improvement. A key outcome being the introduction of a new horizontal streamlined sales support function, providing support for all managers in a more cost-effective way.



To encourage and explore collaboration opportunities across business and stakeholder management

- Previously, there was criticism from internal stakeholders that the sales team were perceived as being non-collaborative and not engaging with operational teams on a regular basis. As a result of the feedback and brainstorming sessions, a regular interdepartmental meeting was setup and led by sales including other key stakeholders; finance, underwriting, customer services etc.
- The interdepartmental meetings are now established and well received, and include an agenda and circulation of action points. The improved dialogue with operational teams has led to smoother operational effectiveness, including tackling customer issues more easily. In fact, another international business unit were so impressed with the success of this initiative, that they have adopted it for themselves.

“The sales team are demonstrating better collaboration with operations; they now have a greater understanding of the operational teams’ requirements and are more flexible in accommodating their needs.”

Comment from Operations Director



**Do you have a team challenge we can help with?
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