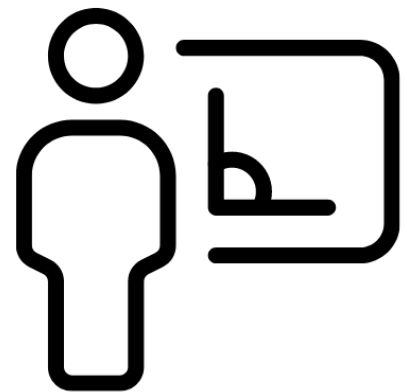


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Enthusiasm is excitement with inspiration, motivation, and a pinch of creativity.

Bo Bennett

Module Two: Create a Motivational Environment



Motivation isn't just an intrinsic drive, nor is it the application of an external force at specific times. Motivation is something that exists in our environments. An environment that is not motivational promotes stagnation, procrastination, and poor morale. On the other hand, creating a motivational environment leads to team members who are excited about what they do, are fired up to work towards shared and individual goals, and who are eager to do their best for their own personal success and the organization overall success.

Conduct Frequent Team Check-Ins



One of the simplest, yet most powerful, things you can do to create a motivational environment is conduct frequent check-ins with your sales team. While part of these check-ins should be asking about progress, leads, and other essential parts of the sales team's job, the goal is also to check-in with your *people as people*. Ask them what they need, what ideas they have for maximizing opportunities, what's working, and what can be improved. Let your people know that these check-ins are a time to discuss ideas, voice concerns, and generally get the sales team and management on the same page. They are not punitive or a type of evaluation – they are so that you are all working together, and so that everyone has what they need to succeed. You can use these check-ins as a time to voice your confidence in your team and pump them up, which is key to motivation. You might conduct weekly check-ins, or schedule them less frequently depending on what your team needs. Ask your sales team how often they'd like to check in, as well as whether they prefer to meet in person or to check-in via phone or conference call.

Estimated Time	8 minutes
Topic Objective	Introduce the concept of frequent check-ins

Topic Summary	Checking In Discuss the concept of using frequent check-ins to help motivate team members
Materials Required	Flipboard/chart and markers
Planning Checklist	None
Recommended Activity	As a group, discuss ways that check-ins can be used to motivate sales team members. Brainstorm ideas and list these on the board.
Stories to Share	Share any personal or relevant stories.
Delivery Tips	Invite individual participants to share their nightly routines.
Review Questions	How can frequent check-ins be used to help motivate your sales team?

Train Your Team



Team members who are not properly trained cannot be expected to succeed! Invest time and resources in training your sales team in your organization's best sales practices. Training should not end with the onboarding process. Offer frequent trainings, whether internal or external, on new sales practices, new technology, and new skills that can help your sales team members maximize their skills and succeed.

Create an environment in which people are given continuous opportunities to grow and develop; one in which people are motivated. Because your team sees the organization investing in them through training and skill building, they are likely to be more invested in their roles and in the organization. Find ways to continuously offer new and exciting trainings to keep your sales team engaged.

Estimated Time	8 minutes
Topic Objective	Introduce the concept of training to motivate.
Topic Summary	Train to Motivate Discuss the concept of training to motivate.
Materials Required	Worksheet 1-Training to Motivate
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share answers with the class if desired.

Stories to Share	Share any personal or relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How can training help motivate your sales team?

Emulate Best Practices



Emulating the best practices of industry leaders is another key way to motivate your sales team. Look to organizations that have successful, engaged sales teams. What are they doing? How do they motivate their teams? How do they reward them?

Spending time reading about these organizations and even asking management within them, can help you hone in on a handful of best practices to implement in your organization. Some best practices might include:

Frequent communication

Personalized rewards

Recognition of successes

Incentives for individuals

Incentives for groups

Continuous training and development

Estimated Time	8 minutes
Topic Objective	Explore some best practices for motivating sales teams
Topic Summary	Best Practices Explore some best practices for motivating sales teams
Materials Required	Flipboard/chart and markers
Planning Checklist	Bring in some examples of best practices from organizations that have highly successful sales teams
Recommended Activity	Have the class reflect on the best practices you present. Then, brainstorm best practices they might emulate. List these on the board.
Stories to Share	Share any personal relevant stories.

Delivery Tips	Encourage everyone to participate.
Review Questions	How can emulating best practices help motivate sales team members?

One Size Does Not Fit All!

Not all people are motivated by the same things, nor are all teams motivated by the same things. It is vital to keep this in mind as you seek to motivate your team. Get to know them, as a team and as individual team members. Talk to them about what motivates them, what their goals are, and what excites them. To properly motivate your team, you will likely need to come up with a variety of strategies. A best practice many organizations use when motivating employees, is to tailor the motivation or reward to the individual – that way you can tap into what motivates them rather than offering a motivation that really doesn't inspire or excite.



Estimated Time	8 minutes
Topic Objective	Introduce the concept of personalizing motivation
Topic Summary	One Size Does Not Fit All! Consider ways in which motivation can be tailored.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	Have the class discuss the things that motivate them. Brainstorm ideas for individualized motivation. List these on the board.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to employ a variety of motivational techniques?

Practical Illustration



Helen had just taken over management of the sales team, and was going over the last quarter's reports. Sales were steady, but they hadn't grown much over the last year. Even existing clients were placing orders of about the same size, not purchasing more. She decided to call a meeting with the sales team to talk about what was happening and what they might do to increase sales in the next quarter. Hakeem, the lead sales rep, told Helen that their previous manager had been satisfied as long as they didn't lose sales from quarter to quarter. So, people mostly kept to their client lists and were satisfied with making their quotas. "What would get you excited about sales again?" Helen asked. The team members said that they wished they could see some appreciation for bringing in a new client or increasing sales. They got commissions, but those checks only came once a quarter. Helen spent time talking to the team about what would motivate them. She also agreed to meet with them once a week to check in, to see what they needed and how she could help.

Module Two: Review Questions

1.) Which of the following is true of check-ins with your sales team?

- a) They are not needed unless something major changes
- b) They are a chance to punish poor sales
- c) They should not be done
- d) They should be frequent and focused on motivation

Regular check-ins can be a great way to motivate sales team members. Keep the focus positive on what can motivate the team.

2.) How often should you conduct sales team check-ins?

- a) Yearly
- b) As often as the team agrees is appropriate
- c) Daily
- d) Quarterly

Check-ins should be frequent, but this may mean different things for different teams. Set a schedule that works for you and for the team.

3.) How can training motivate a sales team?

- a) All of these
- b) It equips them with new skills
- c) It shows that the organization invests in them
- d) It can reinvigorate interest in the job

Training is a great motivator. It shows organizational investment, which may make sales team members more invested in their jobs. It also equips people with new skills for success.

4.) What type of training should you offer your sales team?

- a) New sales techniques
- b) New technology
- c) All of these
- d) New interpersonal skills

Don't just focus on sales techniques when training your sales team. Also offer trainings on new technology and new interpersonal skills.

5.) What should you emulate in order to motivate your team?

- a) Strict management
- b) Best practices of industry leaders
- c) Hands off management
- d) Competition

Emulate the best practices of industry leaders. This can help create a motivational environment for your sales team.

6.) Which of the following is a best practice for motivating sales teams?

- a) Tailoring rewards to individuals
- b) Recognizing successes
- c) Offering opportunities for growth
- d) All of the above

There are many best practices you can emulate in motivating your sales team. These include offering regular rewards, tailoring rewards to individuals, recognizing successes, and offering opportunities for growth and learning.

7.) Which is NOT true of motivation?

- a) People are all motivated by the same rewards
- b) People are motivated by different things
- c) Rewards may need to be tailored to the individual
- d) None of these

People are not all motivated by the same things. Take the time to discover what motivates your team members.

8.) Which of the following is true of tailoring motivation to the individual?

- a) It is a best practice for motivating sales team members
- b) It allows you to tap into each person's motivation
- c) It recognizes that people are motivated by different things.
- d) All of these

Don't be afraid to tailor rewards to individuals. People are motivated by different things!

9.) An environment that does not motivate its employees will only succeed in promoting:

- a) Stagnation
- b) Procrastination
- c) Poor morale
- d) All of these

An environment that is not motivational promotes **stagnation, procrastination, and poor morale.**

10.) Emulating the best practices of industry leaders will _____ your sales team.

- a) Discourage
- b) Upset
- c) Motivate
- d) None of these

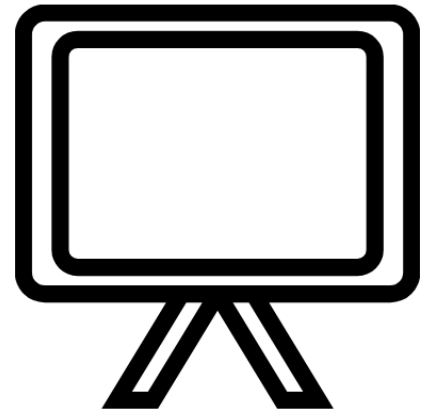
Emulating the best practices of industry leaders is another key way to **motivate** your sales team.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





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MODULE TWO

Create a Motivational Environment

Motivation isn't just an intrinsic drive, nor is it the application of an external force at specific times. Motivation is something that exists in our environments.



Conduct Frequent Team Check-Ins

Ask them what they need, what ideas they have for maximizing opportunities, what's working, and what can be improved.

Train Your Team

Invest time and resources in training your sales team in your organization's best sales practices.





Emulate Best Practices

Frequent communication

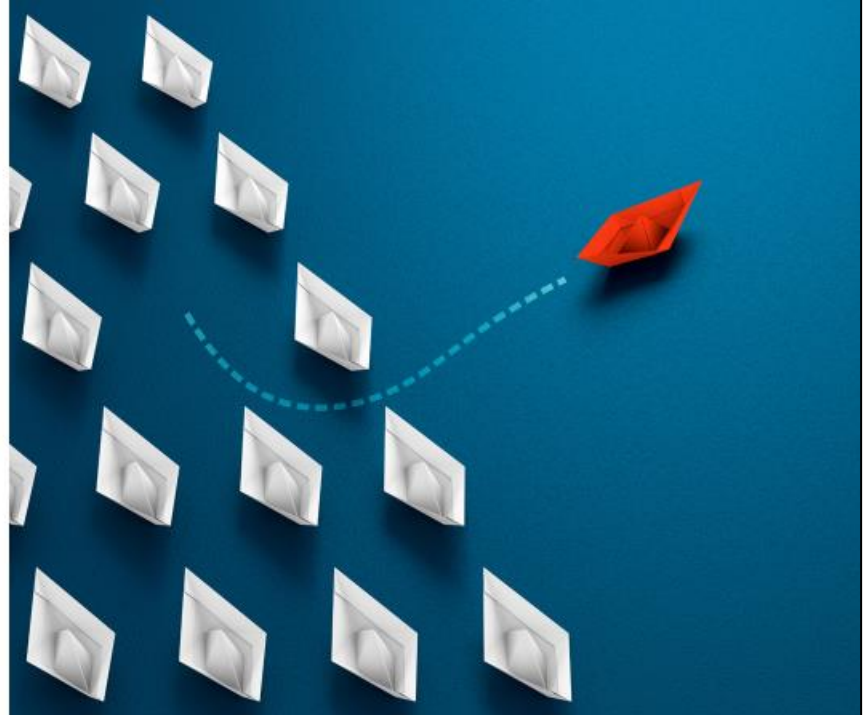
Personalized rewards

Recognition of successes

Incentives for groups

One Size Does Not Fit All!

Not all people are motivated by the same things, nor are all teams motivated by the same things.



Practical Illustration



- Conduct Frequent Team Check-Ins
- Train Your Team
- Emulate Best Practices
- One Size Does Not Fit All!

Module Two: Review Questions

1. Which of the following is true of check-ins with your sales team?

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C. They should not be done

D. They should be frequent and focused on motivation

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Motivating Your Sales Team

Quick Reference Sheet



Emulate Best Practices

Emulating the best practices of industry leaders is a key way to motivate your sales team. Look to organizations that have successful, engaged sales teams. What are they doing? How do they motivate their teams? How do they reward them? Spending time reading about these organizations can help you hone in on a handful of best practices to implement in your own organization. Some best practices might include:

- Frequent communication
- Personalized rewards
- Recognition of successes
- Incentives for individuals
- Incentives for groups
- Continuous training and development

Choose 1-3 Motivators

As you work to discover what each employee finds motivational, ask them to list 1-3 things they find motivating. This helps the team member get clear about what will best motivate them, and gives you some options when planning motivation and incentives. It may be difficult for an individual to narrow the list down to just 3 items, but this is a good number to shoot for. Ask the person to reflect on their goals and values when coming up with these items. Common items may include:

Tangible rewards, such as certificates or trophies



Recognition



Financial rewards, such as raises or bonuses



Time off or other rewards of free time



Reward Achievements

A motivational culture is one in which achievements are regularly recognized. In addition to the goals that you and the employee set together, take time to recognize achievements regularly. Provide rewards that are in line with employee's values. Some achievements worth recognizing among your sales team might be:

- Landing a new client
- Exceeding a sales goal
- Completion of training
- Giving a presentation to peers
- Presenting at a conference



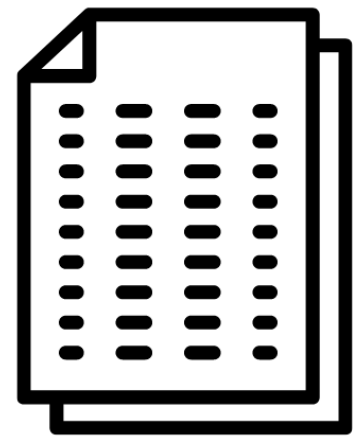
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Training to Motivate

In this space, reflect on how training opportunities can be used to motivate sales team members. How can learning new skills and techniques motivate people to succeed?

Icebreaker: Related Topic

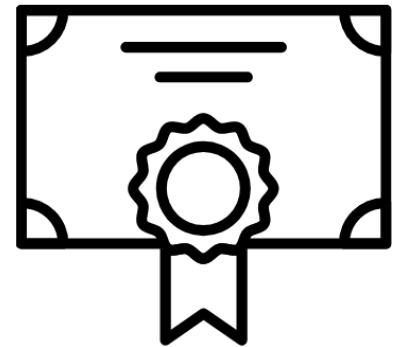
Include a short activity here that is related to the topic of the workshop. You can use the one below if you like.

1. Have the participants at each table answer the following questions:
 - a. Why are they here?
 - b. What is their level of experience with motivating coworkers/employees?
 - c. What they hope to get from this class?
 - d. What was their most memorable vacation or trip?
2. Have someone be designated a scribe and have them jot down the answers to question C above.
3. On a separate piece of paper, have the scribe write down the most interesting or exotic vacation or trip from only one table member.
4. Have the scribe hand the note with the answers to question C to you.
5. Have the scribe stand and introduce the table to the class.
6. Then have the scribe share the most interesting vacation or trip from their group.
7. Have the class guess the person that had the most interesting or exotic trip or vacation.
8. Go around to each table until all have given you their answers to question C and shared their most interesting trip or vacation.
9. Debrief by sharing all the answers to question C with the class.
10. Thank participants for sharing.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Motivating Your Sales Team*

Awarded this _____ day of _____, 20____

Presenter Name and Title
