



PEOPLE SCOPE

Management Consultancy  
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# Must-Do Tips No 21: Creating A Sales Culture

This topic is fast becoming "flavour of the year". And you can see why. In a recent survey by London Business School, when asked How Good Are Professionals At Selling?, over 50% of client respondents replied 'Poor' - and over 40% thought that the professionals that they came across were getting worse at it, not better! This month, three things to consider for your firm that can help to reverse this trend - of course, there are many others.

## Tip 1 - create the numbers...

Basic measurement, metrics, or whatever you want to call them are still in short supply, if our experience of working with professional firms is anything to go by. Without numbers, most Business Development (BD) programmes descend into motherhood, apple pie, and the lack of achievement that accompanies these. Take a good look at the figures that accompany your and others' BD plans. How robust are they? Are they really SMARTER (Specific, Measurable, Actionable, Realistic, Timed, Evaluated, and Reviewed)? Do they measure only inputs, only outputs, both or neither?

## Tip 2 - ...then make them stick

What gets measured *and rewarded* gets done. It's quite simple, yet so frequently doesn't happen. Professional firms are masterful at measuring and rewarding client work to the nth degree: but try and find similar rigour for business development activity and you will almost certainly search in vain. It is not sufficient simply to have measures. It must be clear to your partners, associates, managers, assistants what they each have to achieve; they must be measured and held accountable (via appraisals and other systems); and it **MUST** make a meaningful difference to them if they **do** or **don't** achieve.

## Tip 3 - make success visible

*"There is only one thing in the world worse than being talked about, and that is not being talked about".* Oscar Wilde could have been referring to professionals and their business development activities, couldn't he? Despite the negative views expressed by clients about our professionals' selling expertise, we see many refreshing examples of BD success being practised by professionals. What we don't see often enough is the intelligent exploitation of this best practice by playing it back in all its specifics to the firm, via excellent internal communications and all sorts of other ingenious means, to enhance the drip feed of professional peer pressure.

People Scope provides consulting advice and training programmes for professional firms looking to create a sales culture and focus. For more information just hit 'Reply' and type **Creating A Sales Culture**.



For more general information about what we do, go to [www.peoplescope.com](http://www.peoplescope.com).

We welcome feedback from you on what you think about "Must-Do Tips". If you like it hit 'Reply' and tell us specifically what you like. If there is a topic or issue that you would like us to cover, what is it? And if there's something that annoys, tell us too! We want to improve.

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Best regards.

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