



Allego Sales Enablement Guide

4 Ways to Manage a High-Performing Team ... Virtually





Companies around the globe have canceled sales meetings and training sessions and are enacting work from home policies to help prevent the spread of COVID-19. Yet sales enablement professionals must get new hires up to speed and keep teams on track in a world where face-to-face meetings are impossible.

Traditional training and sales enablement approaches won't solve this challenge. But building a virtual training program when you've relied on in-person sessions can feel like an overwhelming task. Fortunately, there are proven tactics that organizations can employ to train across geographies and time zones.

Use this guide to learn how the right strategy and technology can help you manage high-performing virtual teams.

Managing Remote Teams in a Rapidly Changing World

Sales enablement professionals are on the front lines and face new challenges every day.

Your goal is to help salespeople be successful with the right skills, the most up-to-date information, and the best tools. But achieving all three of those objectives can be a steep climb, especially when teams are forced to engage and sell while 100 percent remote.

Today's sales enablement managers need new tools and tactics to be successful. The pace of sales and rapidly changing markets mean you've got to be ready to adjust plans on a moment's notice. Because you support sales with both day-to-day tactics and long-term strategy, juggling priorities can be a challenge.



If you're like most sales enablement managers, you've got a very full plate. Do any of these situations sound familiar?

- ❏ Your National Sales Meeting has been canceled and you need to train the entire sales force remotely.
- ❏ The VP of Sales wants to shift from an annual sales meeting to quarterly virtual events to save on T&E.
- ❏ Your company just acquired a partner and you need to train the salesforce on three new products.
- ❏ You've hired five new reps and need to certify all of them before they can start selling.
- ❏ Your product manager just let you know that the new release will roll out next month and your team needs to get up to speed ASAP.

These are real-world situations. You must find the most effective and efficient ways to support your company's business goals and you need to do it remotely, without the benefit of in-person collaboration. How will you accomplish the sales team's priorities and hit your overall targets? How can you make the smartest investments and spend your training dollars wisely?

Whether your ultimate goals are customer adoption, demand generation, pipeline progression, or return on investment, your role is critical to helping the company achieve them in an uncertain time.

Legacy Approaches Hamper True Enablement

Buyers have changed.
Sellers must do the same.

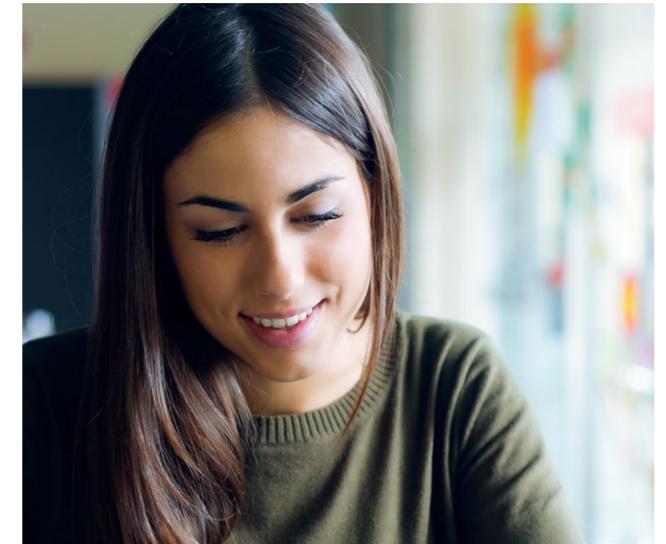
Customers are more informed, sophisticated, and discriminating than ever before. Prospects may have completed much of the buyer's journey—some say as much as 60%—before speaking to a sales rep.

Vendors must become more knowledgeable and more agile to meet their customers' needs.

At the same time, sales teams now face additional barriers to productivity. Companies are working remotely, and corporate travel restrictions mean less contact with prospects, with the industry, and with the market.

Yet many organizations are using outdated training and enablement approaches. Their onboarding and training tools and processes haven't kept pace with the times. This creates an extra burden for sales enablement professionals who must equip sales teams for an increasingly complex buyer journey.

The complex sale is also making the role of the sales manager more challenging. Sales enablement teams need to support them differently, with data about their team's performance and tools to help them diagnose and correct where teams are falling flat.



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Great Sales Managers Are Force Multipliers

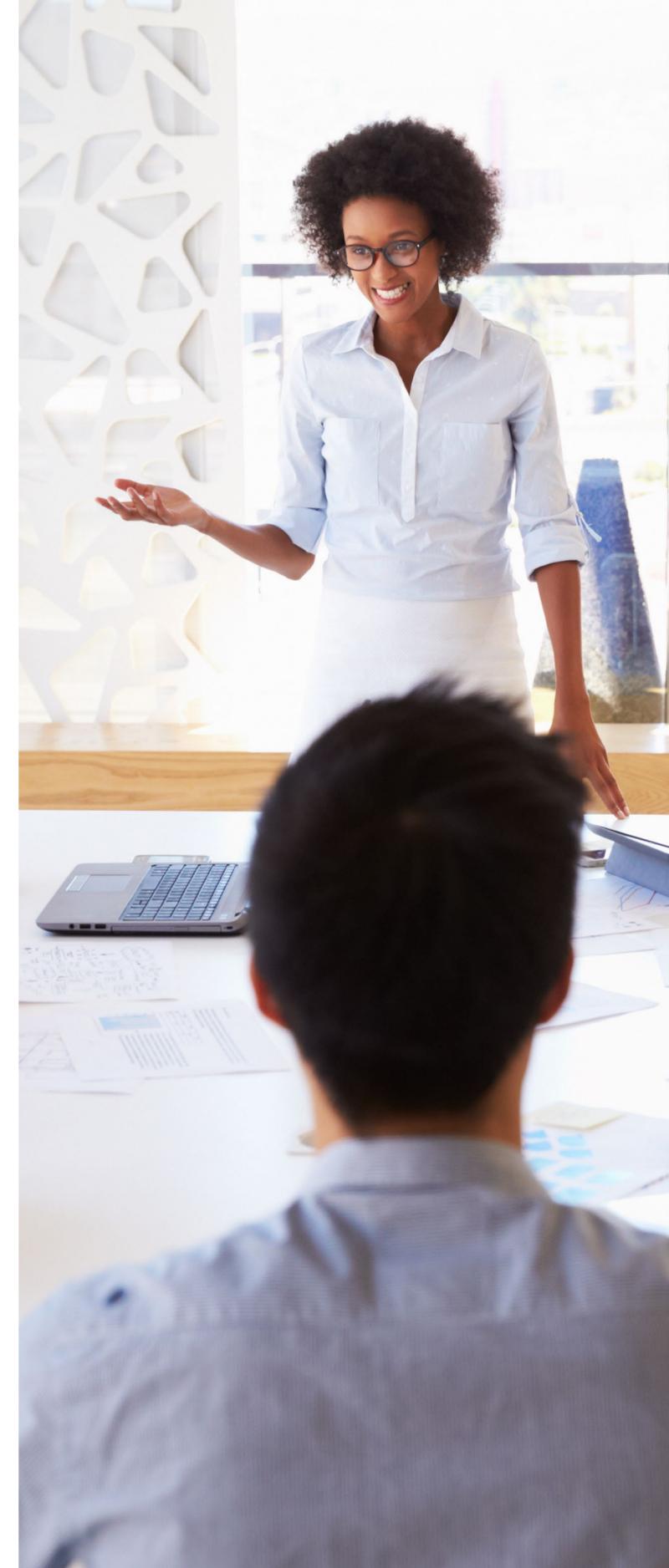
Sales managers are hugely influential. The best ones have a direct impact on the bottom line and an organization's success.

In this new world of remote sales teams, the influence of sales managers is magnified. Research shows that sales reps get almost their entire view of an organization from their direct boss, not from the CEO, CRO, or CMO. Reps leave companies for a lot of reasons, but one of the common ones is that they don't have a good manager.

But the average tenure of a sales manager is just 18 months. It's a tough job with multiple challenges. Hiring, onboarding, coaching, developing, and driving the performance of sales people

requires serious expertise. They must manage their time and the team's activity; analyze and apply data; maintain consistency, motivate reps, align with marketing ... the list goes on.

Most sales managers are promoted up through the organization because they've been extremely successful as reps. But when you become a manager, the skill set you need is quite different from the skill set you acquired as an individual contributor, and managers often must learn the hard way what it takes to run a team well. The lucky ones have good mentoring and coaching themselves, and the time to gain the skills they need to become great managers.



The Challenges of Managing Distributed Teams

As if the sales manager role weren't demanding enough, today's geographically dispersed sales teams face many additional challenges.

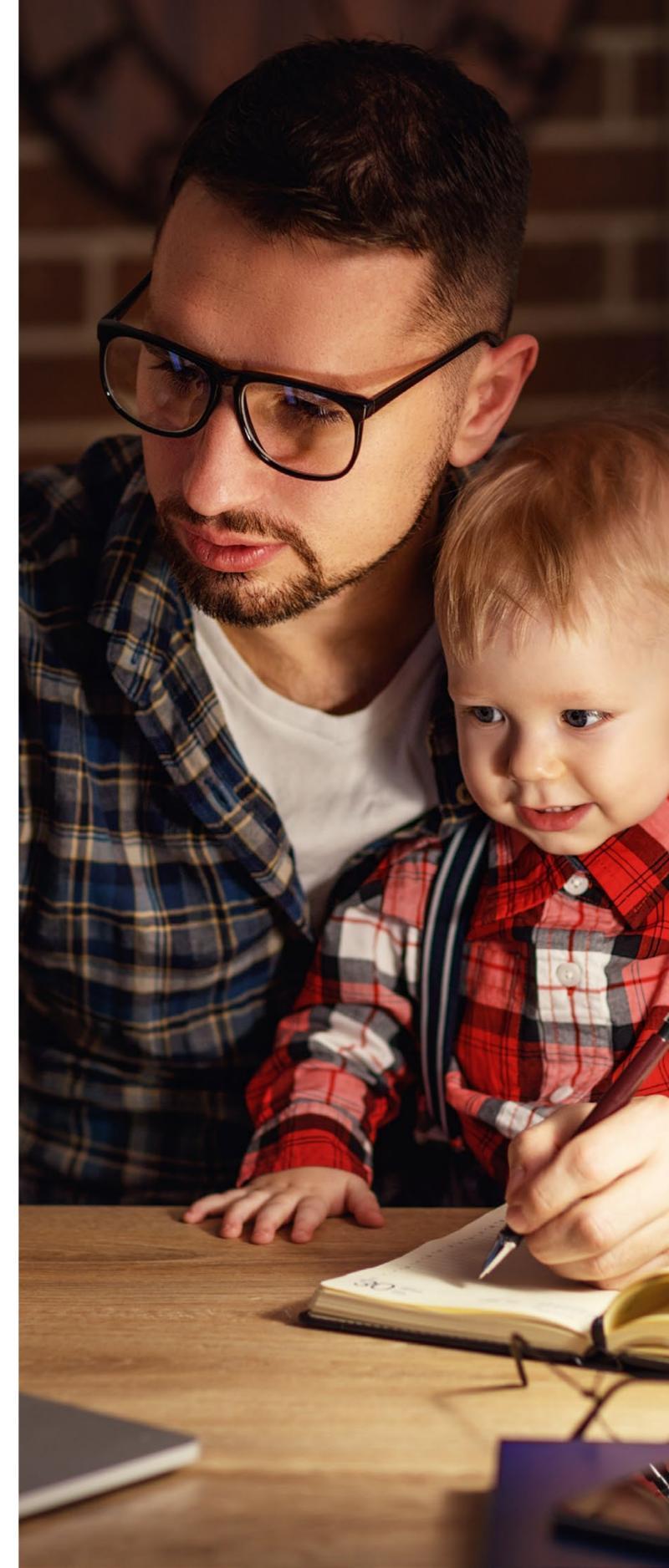
In this "new normal," teams that weren't remote are now working across time zones and geographies.

Remote work adds a layer of complexity to sales manager's daily lives.

There are many new barriers to productivity including canceled meetings and travel restrictions, a lack of face time with reps and prospects, difficulty collaborating with colleagues, and more.

Whether a sales force works across a country, a continent, or around the world, sales managers must work overtime to lead their teams, not to mention communicate consistent messaging, articulate product value, or share subject matter expertise on the buyer's industry or solution.

With significantly reduced opportunities for learning, reinforcement, and coaching, sales managers strive to lead geographically dispersed reps and hold team members accountable. Sales enablement professionals must be alert to these unfamiliar hurdles and work to support managers in new ways.



4 Recommendations for Sales Enablement Managers

1

Look for ways to improve coaching skills

Identify specific competencies for improvement and focus on supporting managers' delivery of that coaching. Use a scorecard approach to understand how reps are improving over time.

2

Increase peer-to-peer collaboration

Encourage peer-to-peer collaboration by enabling high performers to share best practices with others. Use easily accessible video content with interactive feedback for effective collaboration.

3

Focus on competencies, not just results

When a rep or manager falters, it shows up in the results. But you can't simply focus on results to get back on track. Provide managers with the ability to track competencies over time so they can fine-tune their efforts to focus on the greatest areas of need.

4

Use technology to achieve business goals

Make sure your sales managers are equipped to get the best results. Use a sales readiness platform to empower sales managers to lead remote teams.

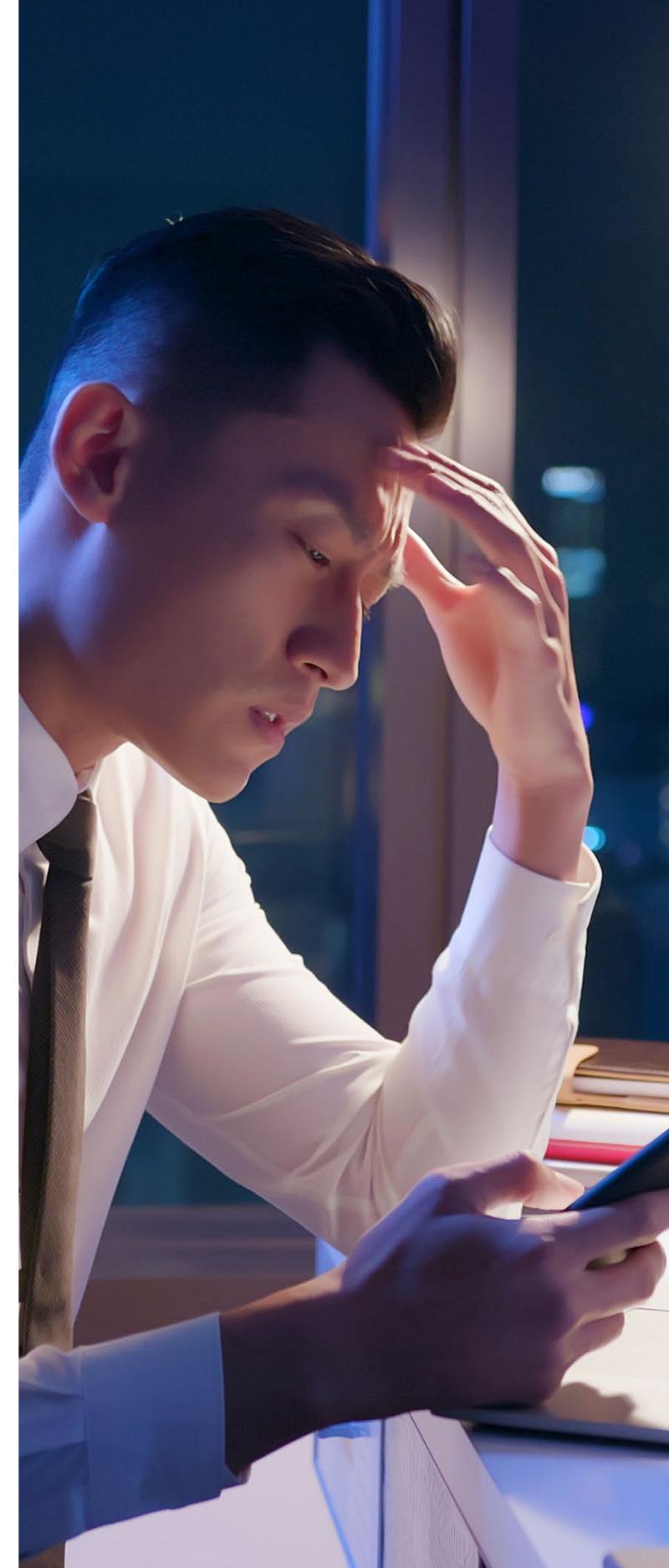
How You Can Tell If Your Sales Manager Needs Help

It's easy to spot a struggling sales manager.

Some common signs are unfocused or poorly run sales meetings, limited sales training programs, lack of manager and/or rep discipline, inadequate metrics or pipeline insights, no sales formula, inconsistent recruiting, and a lack of focus on building a team culture.

Sales manager effectiveness ultimately determines the performance of your sales team. Helping your sales manager get the highest performance possible from their team is critical to business growth. When you see a sales manager flounder, it's time to assess and identify areas of weakness and address them with targeted solutions. There are four key capabilities that sales managers need today.

Whether a sales force works across a country or around the world, sales managers must work overtime to lead their teams.



4 Key Sales Manager Capabilities for Managing Remote Teams

Sales managers may prefer to lead in-person, but the current crisis now makes most face-to-face interactions impossible.

Today, a key factor in sales manager success is sales readiness technology that allows teams to train, coach, and collaborate virtually.

Sales readiness solutions that are built for remote teams leverage mobile, recorded video, and peer-to-peer networking to replicate the in-person experience in a just-in-time way. These tools enable managers and reps to sync up on priorities and tactics on their own time—from any location.

With so much at stake, it's essential to deliver the right skills, information, and tools.

Here are four sales manager capabilities that sales readiness technology can support:

1. Coaching
2. Skills Development
3. Messaging and Product Launch
4. Onboarding



Coaching

Your sales managers must do more than track the activities surrounding the sale.

They need to provide real-time coaching support to influence the outcome of current opportunities. Coaching is one of the biggest responsibilities of a sales manager, and among the most difficult to execute.

If you need to re-align expectations, identify specific competencies that need to be improved and focus on supporting managers' delivery of that coaching.

Providing access to tools that help them connect with their teams—in the right way and at the right time—will help managers develop the skills, knowledge, and other attributes they need to be good coaches.

Find out whether reps and managers have the same expectations about coaching.

Sales Enablement Takeaway



Use mobile and recorded video to enable sales managers to observe, evaluate, and coach remotely and asynchronously.



They can share videos and feedback whenever and wherever reps are, instead of having to schedule time to meet.

2 Skills Development

Sales managers need to understand if (and how) a rep is struggling.

When they can see who's behind on their training, they can take action sooner—either course correct or coach. Metrics that either confirm or explain managers' gut-level instincts can help them diagnose problems in the training process, leaks in the sales pipeline, and separate the best reps from underperforming ones.

Many managers think they don't have time to provide high-quality skills development or share best practices. Free up managers' schedules and scale up content by encouraging peer-to-peer collaboration.

Enabling high performers to share best practices with others eases the burden of coaching for managers, while increasing the velocity with which new ideas are adopted by the field.

The right tool can reveal reps' competencies and show how to coach to specific weaknesses.

Sales Enablement Takeaway



Use tools that enable peer-to-peer collaboration and give sales managers ways to observe and report on training, pinpoint individual needs, and develop skills through quizzes, flash drills, and customized coaching.

Messaging and Product Launch

Clear communication is essential for new product launches and product line mergers.

Sales managers need the ability to deliver messaging, share information consistently in a timely manner, and help reps hone their talking points.

Whether for an existing product or service or a new offering, enable managers with pre-recorded practice videos so they can deliver point-in-time coaching and feedback to accelerate the mastery of any new pitch.

In this new world of remote sales teams, the influence of sales managers is magnified.

Sales Enablement Takeaway



Adopt a mobile video-based tool that allows sales reps to practice and refine messaging wherever or whenever they are, and allow for self-assessment prior to sharing with managers.

4 Onboarding

It's a challenging time to be recruiting and onboarding.

But sales managers must continue to build their teams. Whether they're hiring new reps or shifting existing ones into new roles, reducing the time it takes to get new hires ramped and productive is critical.

Instead of flying new hires into corporate, the right tools can help sales managers share product demos and have reps practice their pitches, learn your company's systems, get to know the executive team, and receive coaching and feedback from their location.

Outdated onboarding and training tools create an extra burden for sales enablement professionals.

Sales Enablement Takeaway



Equip sales managers with the technology they need to onboard and support new hires from any location.



Use on-demand virtual training sessions to get reps up and running fast, and share important new-hire collateral in a central location so they can access it whenever they need it.

Modernize Your Sales Enablement Approach

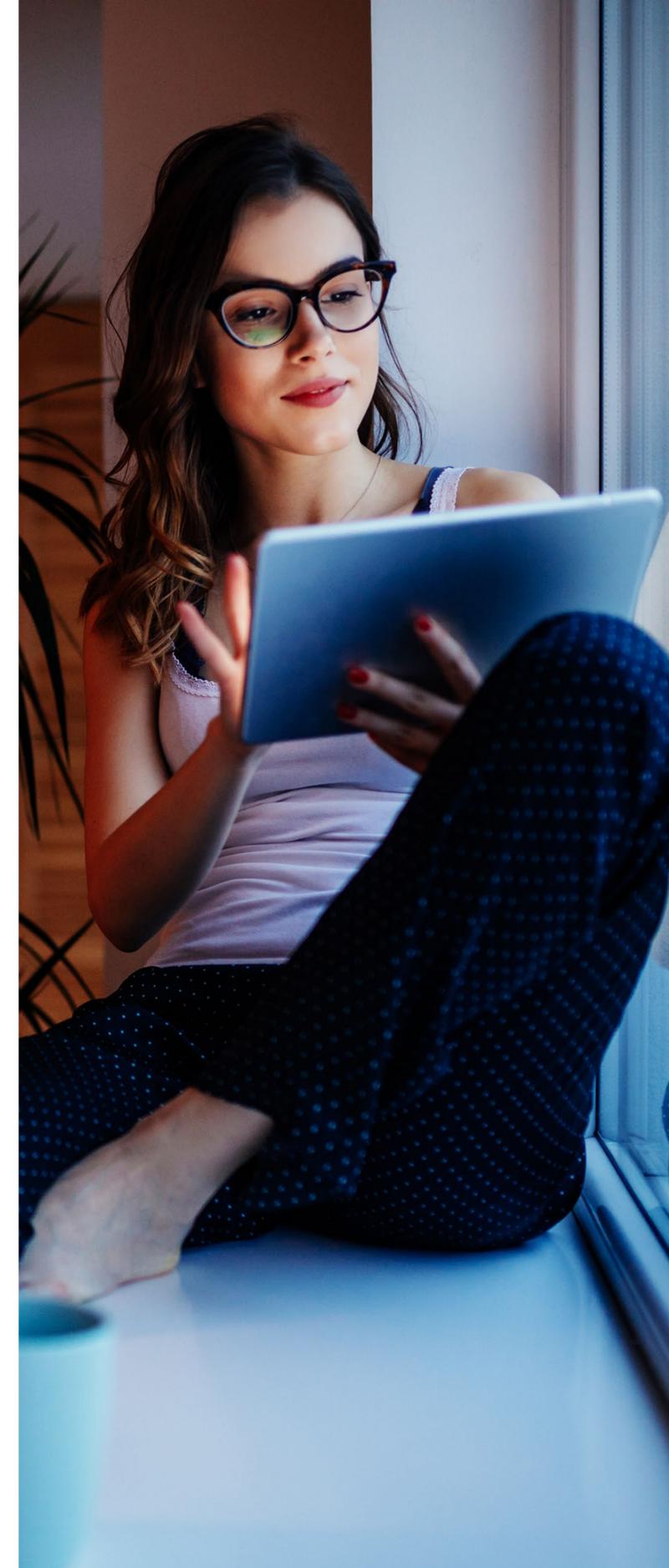
It's a new era of sales management for remote teams. If you haven't already, now is the time to modernize your sales enablement approach.

When you leverage mobile, video, and peer-to-peer networking, you gain the flexibility of remote learning and the power of just-in-time content.

Companies that use modern sales readiness platforms see higher win rates, shorter new hire ramp-up times, and improved collaboration within sales and other teams—even in this unstable environment.

By incorporating these core capabilities into your approach, you'll deliver the best experience for your sales managers, help make them successful throughout their sales careers, and drive better results for your organization.

Today, a key factor in sales manager success is sales readiness technology.



Virtual Learning and Readiness For Today's Remote Teams

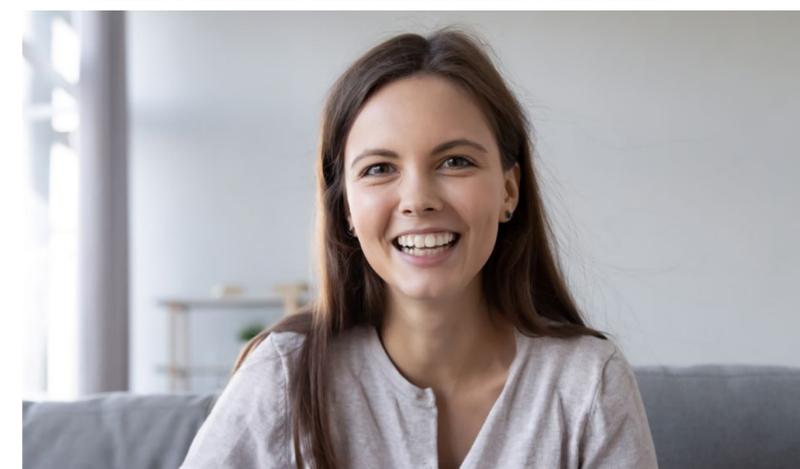
Allego is built for dynamic learning, communication, and collaboration anytime, anywhere.

Empower your organization with mobile, interactive technology built for the way today's remote teams work.

Allego elevates performance by combining virtual learning, communication, and collaboration for your remote workforce into a single platform. Create and share critical information. Collaborate one-to-one or one-to-many without the hassle of calendaring. Onboard faster, train more easily, and collaborate more effectively for bigger wins.

Don't be left behind by relying on outdated training and enablement approaches. A quarter million professionals from the world's best teams use Allego to accelerate results.

Set your workforce up for success from any location with the market leader in virtual learning.





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