



Program Director  
Lorella DePieri

# Masters Certificate in Sales Leadership



## Find Out More Today!

Visit [seec.online/11692](http://seec.online/11692)

1. Watch a brief **video introduction** by Program Director Lorella DePieri.
2. Join Lorella for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content related questions**, ask Lorella directly:  
Tel: 416.736.5079  
Toll free: 1.800.667.9380  
e-mail: [ldepieri@schulich.yorku.ca](mailto:ldepieri@schulich.yorku.ca)

## Unique Program Features and Benefits Include

- Provides concrete, tangible skills, knowledge, and tactics to **immediately improve your team's results**.
- Furnishes you with the time and tools to reflect on your professional development, and **plan and develop long-term organizational strategy**.
- **Link theory to practice** with interactive simulations, case studies, collaboration, and the use of online tools.
- **Extensive opportunity for discussion** of practical examples, success stories and challenges among experienced peer participants.
- **Green Program!** Participants will receive all program learning materials electronically on a USB flash drive. Please bring a laptop PC or suitable tablet to class. Alternative arrangements can be made upon request.

## Registration Details

### Program Dates

April 9 - June 22, 2018  
(13 days over 3 months)

### Program Location & Time

Executive Learning Centre, Schulich School of Business, York University,  
4700 Keele Street, Toronto, ON M3J 1P3

Sessions run: 8:30 a.m. - 5:00 p.m.

### Program Fee:

Full Masters Certificate Program:  
\$9,750 CDN + applicable taxes

### Individual Modules:

- Modules 1 and 2 (4 days):  
\$3,525 + applicable taxes (each module)
- Module 3 (5 days):  
\$4,395 + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

### Optional Accommodations

Participants receive a special corporate rate at the Executive Learning Centre Hotel. For details please visit the **Contact and Locations** section of our website.

### Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380  
e-mail: [exceedinfo@schulich.yorku.ca](mailto:exceedinfo@schulich.yorku.ca)

## Participant Profile

The program has been designed for sales executives and managers with several years of leadership experience who are, or will be, responsible for strategic direction. This program is recommended for:

- Vice presidents, directors of sales, divisional managers
- National, international, regional or area sales managers
- High potential leaders with mature sales experience
- Presidents of small and medium businesses

An entry interview assures the program will suit your experience and goals, and ensures the course will provide a fertile, collaborative learning environment of colleagues.



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Executive Education Centre



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for more information, visit  
[seec.online/11692](http://seec.online/11692)



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Executive Education Centre

UPCOMING PROGRAM DATES

April 9 - June 22, 2018

13 days over 3 months

LOCATION

Executive Learning Centre  
4700 Keele Street, Toronto

# Masters Certificate in **Sales Leadership**

Lead your team to excellence.

## Program Leadership Insights

Lead and implement a comprehensive, strategic and tactical approach across all facets of the sales organization.

Connect and align internal and external stakeholders to lead and catalyze change.

Support corporate strategy and team performance through innovative steward leadership.

Influence and motivate performance through coaching, communication, recruitment, and learning.

Integrate processes, structure, and tools to drive results.



**Schulich**  
School of Business  
Executive Education Centre



# Sales revenue is the lifeblood of every business.

Sales leadership has the single greatest influence on the sales team's ability to deliver it.

Today's sales leaders are tasked with many challenges: **increase revenues, reduce employee turnover, improve sales funnel velocity, enhance ROI, and manage, coach and motivate multigenerational teams to name a few** – all while achieving in-year results. But in today's VUCA (volatile, uncertain, complex and ambiguous) business environment, traditional approaches to sales management are increasingly ineffective. **Transforming organizational sales requires creating a culture of agility by aligning strategy, people and processes.**



## Strategy

In order to achieve long term growth, sales leaders must learn to **develop sales and marketing strategies that align with corporate strategy**, and ensure these cascade down to the tactical level in client interactions to generate opportunity.



## People

Competing effectively requires a motivated and focused team. Sales leaders must **maximize the potential of team members** through breakthrough communications, coaching, recruitment and performance management.



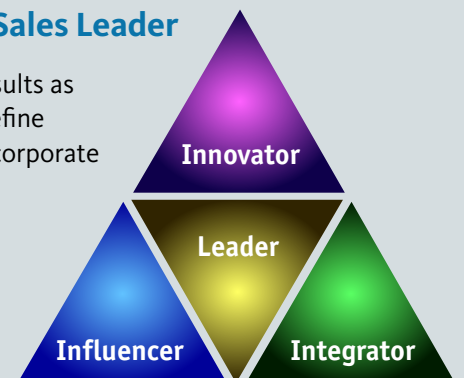
## Process

To ensure they have **the right processes and infrastructure in place to maximize results** – such as systems to capture employee insights and drive innovation – sales leaders must be able influence internal stakeholders to support a sales-driven organization.

## The Effective Sales Leader

Achieve in-year results as you develop and refine skills for dynamic corporate leadership roles:

- Innovator
- Influencer
- Integrator
- Leader



# Masters Certificate in Sales Leadership

The *Masters Certificate in Sales Leadership* equips sales leaders with the knowledge, tools and insights required to **create, develop and maintain an effective sales force**. You'll have the opportunity to reflect on your team, your company, your style, and what needs to be done to plan and implement long-term strategy and achieve in-year, short-term results.

Participants will learn from industry leaders informed by **leading edge research and best practices** and will benefit from **extensive sharing of ideas and experiences** with other attendees from across a range of business sectors.

The program will especially benefit sales leaders who manage a sales force that operates in today's complex **business-to-business environment**. Participants will take away the following:

- Strategic Alignment Plan
- Business Plan
- Change management skills
- Coaching model
- Innovative approaches to motivation
- Critical thinking skills
- Recruitment Plan
- Segmentation and coverage strategy
- Sales management process
- Opportunity Management Process
- Innovation Model
- Account Development Plan

Achieve your Masters Certificate in as little as 13 days over three months, or complete all individual modules at your own pace within three years. The third module, 'Process,' must be taken last and cannot be taken without completion of the other two. As a culminating exercise at the end of the Process module, **participants will present their organization-specific case project in a confidential forum to receive feedback and guidance** from the Advisory Council of the Centre of Excellence in Sales Leadership.

Register today to **make the move to sales mastery** and take your place at the forefront of sales leadership professionalism.

## ■ Overview of Course Modules/Sessions

Achieve your Masters Certificate in as little as 13 days over three months, or complete all individual modules at your own pace within three years.

MODULE 1: April 9 - 12, 2018

### Strategy

- Leadership
- Strategy Alignment: Linking Sales Plans & Growth To Company Strategy
- Strategy Execution: Putting Your Strategy into Action
- Enhancing Your Critical Thinking
- Account Development & Opportunity Management Processes

**Learning Outcomes:** Improve your leadership approach and ability to achieve in-year sales results and long-term returns; create a roadmap to grow revenue; translate organizational goals into tactics to optimize sales execution; manage paradox and apply strategic thinking; inspire a client-centred approach to create value; build an account development and opportunity management process to drive competitive advantage.

MODULE 2: May 7 - 10, 2018

### People

- Influential Communication for Leaders
- Team Coaching & Mentoring Techniques to Drive Higher Performance
- Sourcing and Attracting Top Talent for Your Teams
- Performance Management That Works Better

**Learning Outcomes:** Apply world-class coaching approaches with your current team; learn modern techniques in social media and branding to attract the best talent to your organization; improve critical components of the recruitment process; drive better candidate quality; leverage insights and analytics to develop a more strategic approach to recruitment; master the 10 steps in the "People Management Cycle"; identify where your gaps are and how to address them.

MODULE 3: June 18 - 22, 2018

### Process

- Re-Thinking Change Leadership
- Optimizing Client Intelligence (CI)
- Exploring Social Selling Mastery™
- Problem Solving and Innovating for Improved Performance in Complex Environments
- Fueling Growth from the Inside Out in today's VUCA world

**Learning Outcomes:** Enhance the alignment around required change; grow the average sale size, increase revenue, and drive profitability and competitive advantage; create and manage an innovation engine; stimulate motivation and collaboration; attract buyers using social media; new approaches: thriving in today's VUCA world.

See detailed content for each module and past participant testimonials at [sec.online/11692](http://sec.online/11692)

REGISTER NOW



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Visit us  
online to  
register!

<http://seec.online/11692>

## Detailed Program Content

### MODULE 1

## Strategy

### Leadership

- Transforming Organizations For Success – a Leader's Perspective
- Achieving inner integrity: understanding yourself and others
- Innovating through resilience and a culture of change
- Influencing through building human networks
- Integrating by aligning people, processes and structure

**Learning Outcome:** Use a world-class sales leadership model to improve your leadership approach and ability to achieve in-year sales results and long-term returns.

### Strategy Alignment: Linking Sales Plans & Growth To Company Strategy

- Achieving alignment – up, down & across your organization
- Corporate strategy fundamentals
- Aligning sales & marketing strategies
- Identifying leading indicators that you can manage for success

**Learning Outcome:** Using a 'strategy-canvas', participants will create a roadmap to grow revenue, a corporate value proposition and leading indicators of future success.

### Strategy Execution: Putting Your Strategy into Action

- Segmenting clients, opportunities and buyers
- Sales structure, selling roles, coverage and deployment
- Motivation and incentives
- Quota setting and goal allocation

**Learning Outcome:** This module links corporate strategy with sales execution. Learn practical methodologies for translating organizational goals into tactics to optimize sales execution.

### Enhancing Your Critical Thinking

- Applying techniques for innovation
- Framing and re-framing from multiple perspectives
- Identifying a 15% solution for your project

**Learning Outcome:** Learn how to manage paradox and apply strategic thinking in your business.

### The Account Development & Opportunity Management Processes

- Identify untapped potential – grow net new business
- Develop a winning competitive strategy
- Get higher, wider, deeper with the 'Connections' Account Strategy
- Gain access to conversations that increase wallet and market share
- Create new opportunities for you and your clients
- Increase sales productivity & reduce sales cycle time

**Learning Outcome:** Learn how to inspire a client-centred approach to create real value for your clients. Build an account development and opportunity management process that will drive competitive advantage.

### MODULE 2

## People

### Influential Communication for Leaders

- Powerful presentation structures that gain attention and influence actions
- How to get your message heard, understood and remembered
- Recognize and unleash personal communication strengths to further your impact

**Learning Outcome:** Learn why what your listeners think of your ideas, plans and your entire organization is affected by how they react to you as a leader when you communicate.

### Team Coaching & Mentoring Techniques to Drive Higher Performance

- Ongoing coaching & feedback to improve sales levels
- Key elements of an effective coaching & mentoring process
- Adapting your coaching style to the needs of individuals
- Using questions to illuminate insight and inspire action
- Inspiring self-directed mastery for breakthrough performance

**Learning Outcome:** Participants will apply world-class coaching approaches with their current team. Includes a powerful peer-to-peer coaching exercise.

### Sourcing and Attracting Top Talent for Your Teams

- Develop key elements of an effective employment value proposition to hire top performers
- Leveraging social media to get better hiring results
- Use data analytics to drive workforce strategies
- Apply critical thinking to the process of recruitment

**Learning Outcome:** Learn modern techniques in social media and brand for attracting the best talent to your organization. Participate in key exercises to improve critical components of the recruitment process and strategies for driving better candidate quality. Learn how to leverage insights and analytics to develop a more strategic approach to recruitment.

### Performance Management That Works Better

- Fostering mutual intent, respect and purpose
- Establishing a performance expectation system
- Engaging in difficult conversations
- Dealing with 'quit and stay' marginal performers
- Succession planning approaches for 'high potentials'

**Learning Outcome:** You are responsible for Sales and People. We are all clear on how to manage "Sales Cycles" but how many of us are clear on how to manage our "People Cycles." Come away from this day with a clear understanding of the 10 Steps in the People Management Cycle, where your gaps are and a plan to address them.

UPCOMING PROGRAM DATES  
**April 9 - June 22, 2018**

13 days over 3 months • Reserve now!



## Program Faculty (see complete bios online)

### MODULE 3

## Process

### Re-Thinking Change Leadership

- Discovering individual challenges with organizational change
- Exploring new methods for 're-framing' thinking and communication
- Advanced approaches to rapport development and reducing resistance

**Learning Outcome:** An awareness of how certain behaviours/approaches impact others and employing advanced interpersonal communication tools to enhance the effectiveness of attaining alignment around required change.

### Exploring Social Selling Mastery™

- Why sales needs social media
- Traits of a successful social selling program
- How to drive pipeline and revenue with social media

**Learning Outcome:** Learn practical tips and techniques to attract buyers on social media.

### Optimizing Client Intelligence (CI)

- How client intelligence delivers competitive advantage
- Learn how to overcome the challenges of implementing CRM
- Learn strategies that increase customer satisfaction while decreasing cost

**Learning Outcome:** Participants will explore how CI can grow the average sale size, increase revenue, drive greater profitability and provide competitive advantage for your organization.

### Problem Solving and Innovating for Improved Performance in Complex Environments

- Issue Identification: the new leading-edge leadership skill
- Downstream innovation – the greatest source of innovation: your frontline sales force
- Engaging employees, capturing valuable insights and delivering ideas that create value for your organization

**Learning Outcome:** A strong understanding of the important role sales people play in problem solving and the innovation process.

### Fueling Growth from the Inside Out in today's VUCA world

- Learn about the impact of stress on you and your business
- Discover and practice some simple meditation techniques
- Build an awareness about the importance of positive emotions in building high performance teams

**Learning Outcome:** Recognize the importance of leading from a positive perspective so that your team can operate from an engaged, creative and collaborative space.

### Final Presentations

Participants present their organization-specific case projects emphasizing key takeaways, challenges and strategies with feedback from peers and the Advisory Panel.

### Lorella DePieri

Program Director, SEEC Centre of Excellence in Sales Leadership. Corporate facilitator, coach, presenter, President of Results by Design Consultants Inc. and Co-Founder of 1-degree shift inc.

### Kim Benedict

Strategic advisor, public speaker and facilitator on topics related to talent acquisition including social media, recruitment and retention and leveraging the employment value proposition.

### Rhona G. Berengut

Rhona is an award winning part-time faculty member at York's Schulich School of Business, and a founding partner of SIGMA Strategic Solutions.

### Mark Bowden

An expert in human behavior and body language, Mark is the creator of TRUTHPLANE®, a communication training company and unique methodology for anyone who has to communicate with impact. His communication techniques have garnered him a reputation as one of the world's foremost authorities on nonverbal communication.

### Nick Foster

As a former VP of Sales, VP of HR and VP of Marketing Nick works with c-suite executives who want to transform their businesses. Nick is also a coach and mentor for executives on becoming great stewards of their people and resources.

### Stephen Friedman

Stephen teaches Organizational Behavior and Leadership/Management at The Schulich School of Business.

### Jim Harris

International consultant, speaker and author on innovation, leadership, customer relationship management, environmental leadership.

### Lee-Anne McAlear

Program Director Centre of Excellence in Applied Innovation Management. Experienced facilitator, writer, consultant and speaker.

### Dave McBride

Vice President Human Resources responsible for the Industrial Relations portfolio and the overall HR Operations support for Xerox Canada.

### Joe Sherren

President of Ethos Enterprises Inc, inducted into the Canadian Speaking Hall of Fame. Executive Development faculty at the Schulich School of Business.

### Amar Sheth

Amar is a Principal at Sales for Life, a firm focused on pushing the boundaries of social selling in the B2B sales landscape. Amar focuses on helping bridge the gap between social business goals and execution.