



Schulich
School of Business
Executive Education Centre



Online
Virtual
Classroom
Format

UPCOMING SESSIONS:

Please see website for upcoming session dates.

- Continuous intake by module means you can start with the upcoming one!

NEW!
**Accelerated
Masters
Certificate
Format**

Earn your Masters Certificate in just 10 days!

Masters Certificate in Sales Leadership

Lead your team to excellence.

- Module: Strategy - The What
- Module: People - The Who
- Module: Process - The How
- Highly practical program! Work on your own organization-specific case project in a confidential forum
- Receive one private coaching session and one feedback session from program faculty

Program Insights Include:

- Lead and implement a comprehensive, strategic and tactical approach across all facets of the sales organization.
- Support corporate strategy and team performance through innovative steward leadership.
- Influence and motivate sales performance through coaching, communication, recruitment, and learning.
- Connect and align internal and external stakeholders to lead and catalyze change.
- Integrate processes, structure, and tools to drive results.

Delivered via the new, secure ZOOM video-conferencing platform. Participants will benefit from engaging activities and interactive exchanges with the instructors and your fellow participants



Delivered simultaneously by our University Executive Education Network partner school:



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 complex 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 - The What

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



People - The Who

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



Process - The How

To ensure they have **the right processes and infrastructure in place to maximize results** and drive innovative new business development to support a sales-driven organization.



The Effective Sales Manager / 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 managers/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 has been designed for sales executives with several years of sales management experience who would like to take their careers to the next level.

Within the duration of the course, each participant will be provided with a 1-hour private consulting session with a senior sales leader. The session will be structured and intended to provide you assistance on the implementing and delivering the goals you are looking to achieve. Participants will take away the following:

- Leadership principles and critical thinking skills
- Strategic business alignment plan
- Sales management process
- Segmentation and coverage strategy
- Opportunity and account management process
- Innovative approaches to motivation
- Coaching and mentoring models
- Maximizing today's sales recruitment
- Performance management
- Change management skills
- Marketing 4.0
- Adaptation of today's social tool set for selling

Achieve your Masters Certificate in as little as 10 days 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.

Convenient Modular Format!

Standalone modules make it possible to start with the next one scheduled, complete the rest in sequence and still enjoy full-program tuition savings. Alternatively, you may register in the modules in any sequence over 36 months at the individual module price to earn your Masters Certificate. For complete details, visit: seec.online/stand-alone-modules.

■ Overview of Course Modules/Sessions

MODULE:

Strategy - The What

- Understanding Leadership (The Four Pillars of Sales Leadership)
- Situational Leadership
- Building Sales Mastery: Foundations of Confidence and Competence
- Strategy Alignment/Strategy Execution: Linking Sales Plans & Growth To Company Strategy and Putting Your Plan Into Action
- The Account Development & Opportunity Management Processes

Learning Outcomes: Understand and 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; inspire a client-centred approach to create value; build an account development and opportunity management process to drive competitive advantage.

MODULE:

People - The Who

- Performance Management That Works Better
- Sourcing and Attracting Top Talent + Talent Acquisition (interviewing, resume, compensation, incentive, reward)
- Team Coaching & Mentoring Techniques to Drive Higher Performance

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

MODULE:

Process - The How

- Influential Communication (How to Deal with Confrontation)
- Sales and Marketing - Aliens or Humans?
- Optimizing Customer Intelligence with Actionable Insights and SEO/SEM
- Exploring Social Selling Mastery™
- Capstone/Final Project Presentations

Learning Outcomes: Understand the underlying essential ingredients for influential communication, how to engage with Marketing to drive revenue, attract buyers using social media, understand the power of Google in today's selling world and leveraging LinkedIn for business development.

REGISTER NOW

See detailed program content and past participant testimonials at seec.online/13222

3-DAY MODULE

Strategy - The What**Understanding Leadership (The Four Pillars of Sales Leadership)**

- Explore and apply three powerful elements that shape inspirational Leadership
- Prepare their organization for a values based approach to leading Teams 1 and 2
- Identify the “Four Pillars” of Sales Management business processes
- Examine the “5 Nevers” in leading the sales organization
- Apply four rules that underpin all top performing sales organizations

Learning Outcome: Establish an architecture for your leadership of the sales organization by building an infrastructure sales and sales management business processes and applying proven techniques to inspire top performance.

Situational Leadership

- Helps managers assess their natural leadership style and know what they need to modify to most effectively lead others to drive performance
- Provides managers with a practical framework that helps diagnose gaps in sales rep performance
- Helps managers retain and develop their talent

Building Sales Mastery: Foundations of Confidence and Competence

- Explore the impact of control on confidence and development of competence and simple practices that build sales mastery
- Examine new methods for ‘re-framing’ thinking and communication essential for success in coaching Sales Professionals using examples from goal setting and activity management
- Integrate the key concepts explored into advanced approaches to managing difficult coaching conversations

Learning Outcome: Understand the physiology and psychology that underpins some of the most complex sales and sales management behaviours and develop sales and sales management strategies that build confidence and drive top level sales performance in the face of challenges.

Strategy Alignment/Strategy Execution: Linking Sales Plans & Growth To Company Strategy and Putting Your Plan Into Action

- Corporate strategy fundamentals
- Achieving alignment - Managing Up, Down & Across
- Understanding the true Unique Value Proposition
- Identifying leading indicators that you can manage for success
- Segmenting clients, opportunities and buyers
- Sales structure, selling roles, coverage and deployment
- Motivation and incentives
- Forecasting, quota setting and goal allocation

Learning Outcome: Using a strategy canvas, participants will create a roadmap to grow revenue, a corporate value proposition and leading indicators of future success. This module links corporate strategy with sales execution. Learn practical methodologies for translating organizational goals into tactics to optimize sales execution.

The Account Development & Opportunity Management Processes

- Identify untapped potential – grow net new business
- Develop a winning competitive strategy
- Get higher, deeper with the proper 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.

3-DAY MODULE

People - The Who**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.

Sourcing and Attracting Top Talent + Talent Acquisition (interviewing, resume, compensation, incentive, reward)

- Develop key elements of an effective employment value proposition to hire top performers
- Improve critical components of the recruitment process to get better hiring results
- How to interview and what to look for
- Use data analytics to drive workforce strategies
- Modeling compensation, incentive and reward
- Understanding CRM

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

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.

4-DAY MODULE

Process - The How

Influential Communication (How to Deal with Confrontation)

- 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.

Sales and Marketing - Aliens or Humans?

Buying vs. selling, stories vs. benefits, leads vs. interactions, quotas vs. customers... it often feels like marketing and sales are aliens, living in different worlds and speaking strange languages. Yet, for the greatest success in sales they must be joined at the hip, collaborating and connecting at every step to achieve shared goals. We will explore how sales leaders can cross the marketing divide, and how they can facilitate these critical relationships to create cross-functional strategies that are interconnected, reciprocal, mutually dependent and individually accountable.

Optimizing Customer Intelligence with Actionable Insights and SEO/SEM

- How customer intelligence delivers competitive advantage
- Learn about maximizing today's tools for greater actionable analytics
- Learn strategies that increase customer satisfaction while decreasing cost
- Leveraging Google for business development

Learning Outcome: Participants will explore how customer intelligence is required for today's selling. Understanding what is available (Google, etc.), and how to maximize all analytics for a greater and more cost-effective method of business development.

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
- Leveraging LinkedIn for business development including Sales Navigator

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

Capstone/Final Project Presentations

Participants will present an organization-specific 100-day plan emphasizing the key takeaways, challenges and strategies for an effective and pragmatic implementation of what you need to deliver success. Feedback will be provided from peers and the Advisory Panel.

Michael Taylor

Program Director, SEEC Centre of Excellence in Sales Leadership and is currently a Senior Partner with the management consultancy company, The Poirier Group.

Mark Bowden

Mark is the creator of TRUTHPLANE®, a communication training company and unique methodology. He is recognized as one of the world's foremost authorities on nonverbal communication.

Caroline Papadatos

SVP, Loyalty & Marketing Leader, Caroline is an experienced sales & marketing executive, recognized as a leading expert in designing transformative customer loyalty solutions for global companies.

Cy Charney, BA, MBL, P.Admin.

An internationally acknowledged expert in the area of organizational performance improvement, Cy has over 35 years of experience working with leaders to achieve excellence through training, coaching and consulting.

Daryl Papoushek

Currently VP, Sales within the software industry, Daryl has held progressively senior sales leadership roles within the Technology, Telecom and Services sector.

Paul Romanchych

Paul is a former VP of Sales in the Canadian Telecom market. He is an Industry instructor in CRM, Professional Selling, Sales Management, Contact Center Management and executive organizational change.

Leanne Elliot

Leanne has more than 15 years of experience in learning and development and is focussed on improving the skills and performance of managers and leaders. With a strong sales and management background, she also understands the challenges that managers and organizations face today.

Amar Sheth

Amar is a Principal at Sales for Life. He focuses on helping bridge the gap between social business goals and execution.

Stephen (Steve) Gregory, MSM

Since 1989, Steve Gregory has lead IsaiX Technologies Inc., a firm specializing in sales organizational development and technology. Their methods and technology supporting sales and sales management, have had significant impact.

Scott Wilson

Scott is one of Canada's leading internet sales and marketing speakers and the expert on Search Engine Optimization (SEO).

Dave McBride, BComm

Dave is an experienced business executive with an extensive background in building sales capability, leadership development, talent and culture, succession planning, change management, and employee and industrial relations.



Program Director
Michael Taylor



Masters Certificate in Sales Leadership



Find Out More Today!

Visit <http://seec.online/13222>

1. Watch a brief **video introduction** by Program Director Michael Taylor
2. For **program content-related questions**, ask Michael directly:
Tel: 416.736.5079
Toll free: 1.800.667.9380
email: mitaylor@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**
- **Links 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.

Registration Details

Program Dates

Please see website for upcoming session dates.

Virtual Classroom Sessions run:

9:00 a.m. - 4:00 p.m. (Eastern time)
10:00 a.m. - 5:00 p.m. (Atlantic time)

Program Fee

Full Masters Certificate Program:
\$8,950 CDN + applicable taxes

Individual Modules:

Strategy (3 days), People (3 days)
\$3,650 + applicable taxes (each module)
Process (4 days)
\$3,950 + applicable taxes

- Fee includes program tuition and teaching materials
- 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.
- Our liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization.
- Modules, speakers, topics, dates and fees are subject to change.

Complete Registration Details

See: seec.online/FAQ

Technical Requirements

See: seec.online/techreq

Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380
email: exceedinfo@schulich.yorku.ca

Participant Profile

The program has been designed for sales executives with several years of sales management experience who would like to take their careers to the next level. It is recommended for:

- Vice presidents, directors of sales, divisional managers
- National, international, regional or area sales managers
- 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 with peer participants from a range of business sectors.



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To register online today, or
for more information, visit
<http://seec.online/13222>