



## **CASE STUDY**

### **Electronics Industry**

#### **Global Sales Leadership – Instructional Design**

#### **Business Challenge: New Strategic Global Sales Leadership Role Implementation**

The sales division of a global electronics company faced significant competition with their customer site locations. Aside from other electronics company sales competition at each location, there was also the disparate array of product providers under their own corporate umbrella who would vie for the customer's business. While product sales were significant, the end result for the client was fragmented solutions to meet their business needs.

The decision was made to create Site Team Leaders at each strategic client location. These Site Team Leaders were expected to lead the subsidiary product sales people to work together to create a comprehensive customer solution to meet the client's business needs. This new global sales leadership role needed to know how to lead through influence and understand how to lead teams to work together to identify the best comprehensive customer solution, when previously, they all enjoyed significant success independently selling their own product lines to the customer.

The role of the Site Team Leader was extremely demanding and required competencies and skills that had not previously been expected from the sales site team members.

Additionally, there was the global nature of the role and need for a consistent methodology and approach to developing Site Team Leaders.

#### **The Approach: Collaborative Design and Development**

MLGS was retained to conduct the learning strategy and high level training design for the Site Team Leaders development program. The customer had already identified the Site Team Leader competencies and skills for the Site Team Leader role. They had also begun the process of identifying the journey from when the Site Team was identified to when the strategic site was fully operational. What took place in between was a focus on talent development for both sales methodology and leadership skill development. MLGS leveraged the existing sales methodology training within their program solution to reinforce the value and importance of the methodology to the success of the Site Team, and the role Site Team Leaders would have in ensuring their site teams applied the sales methodology. This collaboration among vendors and



the client's executive team members from three different functional areas was a critical to the program's success.

### **Solution: Foundational Leadership Development and Robust Sales Simulation**

Working with executives from the Industry and Sales Support Teams, MLGS helped to identify the core content the client would use as the foundational leadership development content. MLGS leveraged the existing in-house content around influence and leading teams and the external vendor sales methodology training for the pre-workshop training. As most Site Team Leaders had exposure to these materials at some point in the prior two years, the pre-workshop self-paced reviews were intended to level-set the skills and competencies needed in the Site Team Leader role.

For the three-day on-site workshop, MLGS then designed a two-pronged leadership development course. Day 1 focused on reinforcement and skill practices around influence and team leadership skills. Days 2 and 3 of the workshop were designed as a robust sales simulation in which participants would combine the sales methodology and, influence and team leadership skills to develop the best customer solution and win the sale.

A fictitious client site was created, foundational information was created to seed the simulation and three separate site teams were established in the workshop to create a competitive environment for the simulation. The functional area Executives and local regional executive where the training took place all played various customer roles in the simulated exercises. Executive visibility was extremely high and Site Team Leaders who participated in the workshop were clear about the seriousness of the learning experience.

Over the next two days the site teams met with the fictitious customers from areas within the simulated customer site. After each meeting the Site Team Leaders met as a team to iteratively uncover what they had learned. Throughout the simulation, the Site Team Leaders took turns leading the team debriefs and discussions to identify the best customer solution, and apply their influence and team development skills. Throughout the simulation the instructor, the fictitious customers who were interviewed and the industry SMEs on-hand to provide expertise as they would in the real life situation, all captured observations and assessed skills using a skills rubric. At various points throughout the simulation they shared their feedback on individual and team performance throughout the two day simulation.



On the last day of class each team presented their solution to the customer as they would in real life with the best solution earning the PO for the business.

The entire experience was designed to provide these new leaders with a safe place in which to practice their skills in an authentic and synthesized manner – like they would do on the job.

### **Results:**

Post simulation workshop debriefs with participants revealed that they valued the opportunity to practice their skills with their peers. Many expressed their confusion about the role and expectations, and identified they finally had clarity and understood the value of their new role as a result of the entire Site Team Leader program.

During the program it also became clear there were opportunities to revisit the sales methodology training because many in the program did not leverage, understand or value the methodology. The Site Team Leader program helped create clarity about the methodology itself and the importance of it relative to their role as Site Team Leaders with their site sales team.

Another result of the program was a comprehensive roadmap to Site Team Leader development that spanned a year. Working with MLGS, the customer refined their talent development initiatives to build incremental skills over time as the site teams were being established. The Site Team Leader was a significant milestone in the overall development of the Site Team Leaders and the stage gate after which they would obtain the official title of Site Team Leader.