

THE SALES EFFECTIVENESS MANIFESTO

FOR COMPLEX B2B SALES

Ten core principles to achieving true sales effectiveness

An effective sales team is the engine that drives organizational growth. Sales effectiveness is not an accident, and it doesn't happen overnight. To achieve true success, we must and we will change how we think about sales effectiveness, and therefore how we achieve it. We hold these truths to be crucial to that change.

1. All selling is not equal

Transactional selling is not the same as complex selling, and what works for one won't necessarily work for the other. B2B selling has undergone and continues to undergo a transformation, and we must update our approach to match the new reality.

2. Selling is about helping, not manipulating

Trust is critical to effective sales, and only by helping can we begin to build that trust. You must know who you can help and how, and design your sales process to guide buyers on their decision-making path.

3. Sales must be artfully executed

Great salespeople are made, not born. True excellence is developed over time, in a formal, purposeful, and dynamic way. Discipline is as key to sales effectiveness as talent. Checklists, metrics, process, and formal training must be part of the strategy. Needed traits and skills will be dependent on the type of selling environment.

4. Effectiveness starts at the top

True sales effectiveness cannot be achieved with a few minor tactical adjustments. It must become a cross-departmental priority at every level of the organization, driven and championed from the C-suite down.

5. Sales process and methodology in harmony

Sales process does not equal methodology and sales effectiveness requires both, plus the skills to effectively execute them. The definition of a sales process is not the opportunity stages in your CRM system. Sales process is a framework of stages, milestones, and steps, while methodology is the tactics and methods used to create progress.

6. Management by results doesn't work

Management by results is management that comes too late. Top organizations get ahead of the problem, managing behaviors and activities that lead to the desired results.

7. Training is not a one time event

To create value for clients, and ensure momentum throughout their buying decision, your salespeople need new skills that can't be taught in two day classroom sitting. New knowledge needs daily reinforcement to convert into skills that propel your results.

8. Coaching is critical

Leading organizations understand that coaching isn't just a warm fuzzy activity--it's critical to sales effectiveness, and must be consistent, precise, practical, and timely.

9. CRM systems will not help you sell

CRM systems were never designed to help salespeople be better salespeople and have become glorified Rolodexes. A true sales effectiveness strategy requires software and tools that help capture and drive the right behaviors, and create discipline for consistent sales performance.

10. Continually improve strategy and process

Far too few companies thoroughly analyze why customers buy or don't buy from them. Only by understanding why we win and why we lose can we ultimately improve our strategy and tactics to increase win rates and lower sales costs.

This manifesto was created by [George Brontén](#), on a quest to help elevate the sales profession. The initiative is inspired and endorsed by sales thought-leaders such as [Jason Jordan](#), [Dave Brock](#), [Tamara Schenk](#), [Henrik Larsson-Broman](#), [Dave Stein](#), [Steve Andersen](#), & [Dave Kurlan](#).