

WINNER

BEST LEARNING ORGANISATION

O'BRIEN

SALES DNA PROGRAM



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The Sales Centre is critical to meeting O'Brien's organisational goals. The *Sales DNA Program* was created to help individual Sales Consultants increase their appointment and net conversion rates through a holistic approach to learning incorporating practice and theory across workshops, coaching sessions and post-training support.

O'Brien undertook a number of analyses to help identify the best approach to build and maintain a sales culture. Call flows and customer interactions were reviewed to identify opportunities for improvement.

A new sales methodology was designed, with the core value being the customer at the centre of every interaction. Its purpose was to ensure that consultants understood the techniques and purpose behind each component of their interaction and best practice interactions with customers.

The *Sales DNA Program* ensured that Team Leaders were in alignment of their understanding of the methodology, had the ability to coach team members based on the sales methodology and could continue to support team members post training.

Sales DNA training focussed on sales methodology, call flow and implementing best practice techniques to secure sales. It was a face to face interactive training program delivered over two days. It was supported with weekly, fortnightly and monthly coaching sessions. Engaging the team members through interactive discussion and on the job practice and assessments all helped with implementing the learning.

The program consisted of theory, practical and self-evaluation and assessment, supported with activities to strengthen each skill. Examples of real telephone calls which incorporated the technique were played to team members for review and discussion. This helped Team Leaders assess if each component was considered a developing, achieving, or exceeding level with the support of the *Call Reference Guide*.

A redesigned structured call flow helped identify the importance for bottom performers to have set structure and clear direction. It outlined clear expectations of the conversations to have with customers in order to identify their needs, provide value, close the sale and maintain customer delight.

Assessment by observation was the main method used. With each role play and group work activity, the facilitator observed and ensured team members were in a position to implement the skill. Whilst team members took live calls, the Team Leader and facilitator listened to the call. This built the foundations of the first coaching session post training.

An open forum of peer coaching was conducted with Team Leaders. During these sessions the facilitator challenged the Team Leaders to consider different aspects of the situation and identify if it was a technical deficiency or if the issue was behavioural. Once this was identified as a group, solutions were discussed.

The *Sales DNA Program* directly impacted the O'Brien bottom line, decreasing staff turnover and increasing sales. The program is now part of a career development pathway for new Sales Centre team members.