

H12J 04 (CFAS4.1) Lead a sales team

What is this Unit about?

This Unit is about how you provide direction to the members of the sales team by motivating and supporting them to achieve their team and individual objectives.

You need to be aware of the culture and diversity of the team and to be sensitive to the individual and corporate needs of the team whilst focusing on the achievement of team sales targets.

Who is this Unit for?

Sales Managers and Sales Team Leaders

This Unit is suitable for face-to-face selling, telesales and online selling.

Outcomes of effective performance

You must be able to:

- 1 Define and communicate positively to team members the purpose and objectives of the sales team.
- 2 Involve team members in planning how the sales team will achieve its objectives.
- 3 Ensure that each member of the sales team has personal work objectives and targets, taking into account individual strengths and weaknesses.
- 4 Recognize and appreciate personal differences and the diversity in the team and ensure that people can play to their strengths to achieve team objectives.
- 5 Encourage, coach and support sales team members to achieve their personal work objectives and targets and recognise success.
- 6 Win the trust and support of the sales team for your leadership.
- 7 Steer the sales team successfully through difficulties and challenges, and manage conflict effectively.
- 8 Encourage and recognise creativity and innovation by the sales team, motivate team members to present their own ideas and listen to what they say.
- 9 Encourage sales team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
- 10 Monitor and measure activities and progress across the team and achievement of individual and sales team targets.
- 11 Review and reflect on activities and identify lessons learned.

Behaviours which underpin effective performance

- 1 You create a sense of common purpose and encourage team members to share best practice.
- 2 You participate and make things happen.
- 3 You encourage and support others to take decisions autonomously.
- 4 You act within the limits of your authority.
- 5 You make appropriate time available to support others.
- 6 You show integrity, fairness and consistency in decision-making.
- 7 You seek to understand the balance between stakeholders' needs and motivations and balance those requirements accordingly.
- 8 You show appreciation, helpfulness and co-operation.
- 9 You are equitable when dealing with team members, show awareness of equal opportunities and recognise diversity within the team.

Knowledge and Understanding requirements

You need to know and understand

General Knowledge and Understanding

- 1 The difference between leadership and management, the different types of leadership styles and the styles most appropriate to leading a sales team.
- 2 The different methods that can be used for communicating with a sales team.
- 3 How to gain the commitment and involvement of the sales team in achieving commitment and support for team objectives.
- 4 How to carry out analysis of team members in order to understand their attributes and develop them accordingly.
- 5 The best methods of consultation and negotiation in the context of gaining team support, discovering team opinions and ideas and taking into account team views.
- 6 Approaches to coaching team members to achieve personal and team goals.
- 7 Ways of encouraging individuals or teams to ask questions and seek clarification on team work and activities.
- 8 The importance of understanding diversity in the context of managing teams.
- 9 The different types of team conflict that may arise and approaches for overcoming such conflict.
- 10 Different approaches to planning team and individual work in order to achieve team and personal objectives effectively.
- 11 How to promote an ethos and culture that recognizes creativity, innovation and a sharing of knowledge and how to demonstrate the benefits of this approach.
- 12 How to achieve 360 degree feedback with team members and how to learn and develop from the feedback provided.
- 13 How to identify different ways of successfully encouraging, motivating, supporting and recognizing individual and sales team success.

Industry/Sector specific Knowledge and Understanding

- 1 Leadership styles that are appropriate to leading a sales team and are appropriate to your industry/sector.
- 2 Legal, regulatory and ethical requirements in your industry/sector.

Context specific Knowledge and Understanding

- 1 Organisational culture and approach to leadership.
- 2 Different leadership styles across the organization and the rationale behind them.
- 3 You own values, motivations and limitations in the leadership role.
- 4 The strengths, weaknesses and potential of people in the sales team.
- 5 The vision and objectives of your organisation.
- 6 Business, marketing and sales strategies and the role your team plays in fulfilling them.
- 7 Organisational approaches to consultation and negotiation in context of the sales team.
- 8 Organisational approaches to managing conflict and potential conflict within the sales team and between the sales team and others.
- 9 Approaches to providing support and guidance and the types of support and guidance required.
- 10 Requirements for integration of teams across functions in order to fulfill organisational strategies.

Evidence Requirements

To achieve this Unit you will need to ensure that your evidence covers all Performance Criteria and Knowledge and Understanding.

- 1 As part of the assessment for this qualification, you must have access to a work or realistic work environment (RWE).
- 2 You must provide evidence that shows you have led a sales team over a sufficient period of time for your assessor to be confident that you are competent.
- 3 You must hold records of team members' personal work objectives and targets, showing you have taken into account individual strengths, weaknesses and potential.
- 4 You must have evidence of your recognition of individual and team success.

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Comments
Statement of competence
I confirm that all evidence (including Knowledge and Understanding), for the entire Unit has been met: Candidate's signature _____ Date _____ Internal Verifier's signature _____ Date _____ Assessor's signature _____ Date _____ Date sampled (by IV) _____