

pds

Your Line of Sight to Success!



PDS Group Beliefs & Drivers

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PDS Group is driven by learning and experience of what causes fundamental change initiatives to fail or succeed. Our core learning is that success depends on the extent to which people's curiosity and awareness is raised about the knowledge and skills they need for success.

PDS Group helps you avoid the pitfalls that stall or slow initiatives and help your people cope with their own short comings and distractions during the change process using the following drivers:

- **Build on existing language.**

If there's no common language to articulate both process and progress, then you are confused and competitively blind. Where you have such language and best practices, we build on them. We help translate them into competitive competencies which are clearly evidenced by specific, measurable and replicable behaviors. We focus coaches on applauding evidence of desired behaviors as well as correcting those that are not producing results.

- **Change is hard, real change is real hard.**

Companies routinely initiate change strategies and people routinely "play" or get stuck at making those changes. Consequently over 66% of all change initiatives fail. We are concerned about avoiding "change traps" that managers and executives make like:

- Not "walking their own talk" so people see no change in their leaders so why should they bother
- Seeing changes as a "quick fix" and being unaware of the integration such fixes need if they are to work
- "Throwing the baby out with the bath water" by discrediting what has been advocated before consequently creating a "flavor of the month" atmosphere
- Selecting standardized "spray and pray" training that is unconnected to people gaining revenue – role play isn't real play
- Advocating "more is better." Loading more techniques on busy people is at best ineffective
- Letting "urgency bleed out importance" by focusing on crisis rather removing distractions so people can focus
- Coaching to "just get better" with general and subjective coaching statements provide confusion and de-motivation not direction and focus.

- **Change is not about making time, it's about releasing time.**

We push our customers to eliminate or reduce the distractions that we jointly uncover. What is it that people can stop doing to release time to refocus on improving their revenue generating actions? . Aligning expectations is an essential part of answering this question. Even when new strategies are introduced to sales managers and their people Distraction Indices can be over 80%. That is, management's expectations exceed what sales people think is now required by 80%.



- **Coaching cascades reinforce change.**

If each manager does not model commitment to the change, use the same “leader language” and provide consistent direction, the change will be absorbed by the “white noise” in the company and be lost. Top managers should coach their direct reports and so on down the line. Coaches need coaching too!

- **Create a compelling environment.**

Support, compensation, and other directional systems must be integrated so that everything points people’s behavior towards the strategic direction. It involves creating a culture that provides direction and focus; formally, i.e. compensation, coaching, expectations, and informally, i.e. values, beliefs and assumptions.

- **“Do different things!” Don’t just “do things differently.”**

This is not a case for getting better at what is already being done. It’s about doing better things excellently! The need for your company to grow and compete has even more impetus today. Consolidation in industries and markets is inevitable. Increased costs, competition, regulations and technology investment means our customers have to grow to survive. These market dynamics are impacting sales and marketing processes.

Additionally, customers’ changing expectations means it takes increasing skill to be successful. The once easy-to-sell products and services are now more challenging and time consuming, e.g. more needs-focused, customized and flexible.

Corporations doing the “same things differently” –e.g. more on-line, and quicker, will only end up with more on-line, and quicker. There is a need to think “out-of-the-box” and “do different things” i.e. define replicable skills, reducing reliance on a few talented, independent people, expecting managers to “coach” to what is expected of sales representatives.

- **“Everyone needs to walk the same talk.”**

Sustainable results cannot occur unless everyone, senior management, line managers, sales representatives, and marketing people all change their behavior and use the same “leader language.” Receiving inconsistent voices from various sources causes people to hunker down and “do it their own way” or “do what they’ve always done.”

- **Measure the “how’s” not just the “what’s” of success.**

Simply winning or losing a deal can’t be the only measurement. Rapid sales improvement needs good metrics that filter out confusing “white noise” and tell you quickly if you’re on the right or wrong track—“be wrong...be right... BUT don’t be confused!” Change the focus of measurement from outcomes to a more process-based approach. Move management’s focus away from what was achieved to how you can win.



- **No one sales process is the “right” one.**

The “right” sales process is the one to which people are committed. So, we aren’t stuck on “our” way or the “highway.” Those existing tools, skills, and processes that produce results should be leveraged first before imposing new concepts. Where tools and processes are no longer aligned with a customer’s sales strategy, we work with the entire sales and marketing organization to make improvements through “rapid prototyping.”

- **Paint the train - revenue and competency grow together.**

Your business is rolling. We don’t want to stop this train, but paint it while it moves. Event-based training STOPS the train! Too often such training and other initiatives become disconnected from “real jobs.” They are endured and seen as distracting from “getting work done”. We focus on improvements at the point of revenue generation activities. Revenue and competency growth are dynamic and competency development should not be separated from getting a specific deal. So, learning is delivered at the point of greatest need—how to win. We focus on growing the people and growing the sales.

- **Sales and marketing people learn when they realize their collective ignorance risks losing a specific deal.**

It’s not what you know, but what you don’t know that creates competitive vulnerability. We focus on persuading sales and marketing people to map their own ignorance to reach their full potential. “Revenue Related Ignorance” drives learning not “programmed knowledge!”

- **Speed, intensity and momentum are critical.**

Traditional training solutions often can’t sustain the intensity and momentum required to overcome “white noise.” You need to do different things if training is to resonate though out the company. You must move with “speed” so that your changes won’t be drown out by cultural inertia or swept away by circumstance. You must move with “intensity” by focusing on doing a few new things excellently. You must build “momentum” that helps sustain the change by promoting the early successes that have resulted from the change.

- **White Noise can’t be ignored.**

White noise is the background “hum” of distracting cultural legacies to everyday work. Successful change means overcoming such cultural inertia-FIRST, by getting above the “noise.” This is achieved by gaining first line manager’s full commitment to change tools, processes, coaching and sales and marketing force skills. This means keeping managers focused on a few key changes at any one time. Too broad a focus slows down the acquisition and application of new skills and