

Team Reading Guide — Six Sessions

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For the facilitator. This guide runs **Sales Leadership Made Simple** with a management team, a cohort of new sales managers, or a leadership book group inside a sales organization. Six sessions, 45–60 minutes each, one theme per session. Participants read the relevant section before each meeting and arrive with the pre-work done. Every session ends with a commitment that the next session opens by checking.

“You cannot manage a scoreboard. You can only manage the activities that produce the score.”

— Sales Leadership Made Simple, Chapter 3

SESSION 1 · THE SHIFT FROM SELLER TO LEADER

- Which habits made each of you successful as a rep? Which of those same habits now work against you as a leader?
- What does “your team’s number is your number” change about how you plan a week?

IN-SESSION EXERCISE

Each participant lists the three habits that made them a top performer, then marks each one: still helps, now neutral, or now hurts. Compare lists — the “now hurts” column is usually the same across the room.

Before next session: *Observe one of your own coaching conversations as if from outside. Note whether you coached or took over.*

SESSION 2 · PIPELINE CLARITY

- Would two of your reps describe the same deal at the same stage? How do you know?
- Which stage in your current pipeline definition is doing no work — deals sit in it because nobody knows what it means?

IN-SESSION EXERCISE

Pull five live deals onto the table. As a group, test each one against your stage definitions. Count how many are staged wrong and identify the pattern.

Before next session: *Rewrite the definition of your weakest pipeline stage in one sentence a new hire could apply without help.*

SESSION 3 · PROBABILITY-BASED FORECASTING

- What is your current forecast actually built on — evidence or optimism?
- When a rep says a deal is at 90%, what are they describing: the deal, or their effort?

IN-SESSION EXERCISE

Re-forecast the current quarter using probability weighting from the book. Set it beside the gut-feel forecast. Discuss where the two disagree and what evidence would settle each disagreement.

Before next session: *Track which forecast was closer at the next pipeline review. Bring the result.*

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SESSION 4 · THE KPI FRAMEWORK — COACH BEFORE THE MISS

— Which leading indicators predict results on your team — activity, conversion points, cycle time?

— When a rep misses, how far back in the chain was the miss actually visible?

IN-SESSION EXERCISE

Each participant picks one rep. Identify the earliest indicator that predicts that rep's quarter, then design one coaching intervention aimed at the indicator — not at the result.

Before next session: Run the intervention. Bring back what changed, even if the answer is nothing yet.

SESSION 5 · A TEAM THAT DOESN'T DEPEND ON ANY ONE PERSON

— If your best rep resigned this morning, what breaks — revenue, knowledge, relationships, morale?

— Which of those dependencies is a system problem you built, or inherited and kept?

IN-SESSION EXERCISE

Draw a single-point-of-failure map for the team: every account, skill, and process that lives in exactly one head. Pick the riskiest item and outline how to make it survivable.

Before next session: Take one concrete step on the riskiest item — a shadow assignment, a documented process, an introduced relationship.

SESSION 6 · THE INTERNAL GAME OF LEADERSHIP

— “Your attitude is your team's environment.” What environment did your team work in last week — and did you choose it or leak it?

— What does the tape recorder in your head say before you walk into a team meeting after a bad number?

IN-SESSION EXERCISE

Each participant writes the environment they intend to create in one sentence, then names the situation most likely to break it. The group closes by revisiting the commitments from all six sessions: kept, in progress, or dropped.

Before next session: This is the final session — the pre-work is the next quarter.

COPIES FOR YOUR TEAM

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