

StepStone's mission is to be the job market of choice for customers and candidates. Since 1996 they have had a simple ambition - to enable organisations to achieve better talent success than any other company. Today, StepStone is one of the most successful online job board businesses in the world, employing over 2,200 people who all work hard to deliver the best possible results for their customers.

StepStone embarked on a journey to help its sales managers to leverage even higher performance across their teams so that they continue to attain stretching targets and revenue goals and retain their market-leading position.

An Empowering Programme

StepStone selected Notion to design and run a bespoke management development programme for its sales managers: The Empowerment Programme. The Empowerment Programme was designed specifically to give sales managers the skills and tools they needed to help themselves and others to:

- Resolve the issues they face
- Solve problems with their peers and direct reports
- Engage with others at a higher level
- Improve communication and influencing skills
- Tackle difficult conversations with confidence
- Leverage higher performance and better results across the team
- Engage with clients more effectively

An 'Operational Coaching' Approach

Notion's programme introduced the sales managers to a new way of leading, managing and communicating using an 'Operational Coaching' approach. 'Operational Coaching' is an enquiry-led method of leading that helps managers to engage with their teams and clients more effectively. Managers who take an 'Operational Coaching' approach tend to ask better questions more of the time, which generates far more options and ultimately better solutions to problems. At the same time, team members learn to think more independently, more creatively, and feel more engaged and empowered to act and make decisions.



Notion's Coaching Director, **Laura Ashley-Timms** explains, "Operational Coaching differs from 1-to-1 coaching because it happens 'in the moment', in everyday operational settings, and at the point of need, so it's perfect for sales teams where high levels of agility can make all the difference."

From StepStone's point of view **Patrick Wehrmann CEO of StepStone Holding UK**, commented:



"Coaching is an essential part of what we do in Sales Leadership; this includes performance and delivery as well as personal development. It is important to equip people with the right tools and skills to deliver successful coaching, and that's exactly what we aim to do with this programme."

Outstanding Results!

81%

Following the programme, StepStone recorded an **81% increase in time spent coaching** with the vast majority of sales managers spending more time leading and coaching rather than 'doing'.

StepStone also reported initial commercial results which included a record sales month, new clients, new business sales, better negotiation, more effective meetings and more focused field sales. What's more, this accounted for an **11 times return on investment**.

11x ROI

Laura reflects on the programme's success: "What an amazing return on investment. StepStone's sales managers have really embraced the programme and delivered fantastic results. It's not all about the early commercial results though; what really drives sustainable change and long term returns is behavioural change. So, it's really exciting to see the difference StepStone's sales managers have made to the way they manage their teams and their client relationships as a result of the programme."

100%

Indeed, **100% of sales managers reported that they had improved their communication skills** which has helped them to engage in more positive and empowering discussions, be more productive in meetings, and be able to resolve issues with team members, peers and clients more effectively. This has had a positive impact on:

- Ownership
- Empowerment
- Collaboration
- Motivation
- Morale
- Listening
- Problem solving
- Rate of learning
- Personal Productivity
- Goal orientation
- Influencing
- Decision making
- Managing upwards
- Conflict management
- Client relationships

Here is just a small selection of some **specific commercial benefits** achieved by StepStone's sales managers shortly after the programme:

Call coaching role play to win more business and win back lapsed business. £9k deal.	'In the moment coaching' helped a team member gain confidence, resulted in hitting two months in a row. Best performance in nearly 12 months.
Coached a performing colleague into applying for a sales manager role. £1000's saving.	
Coaching conversation around what the best performers are doing turned around a slump in sales. Hit £18.5k target.	Introduced daily team coaching sessions. Empowered team to coach each other. Signed off £10k.
Helped a team member realise that they were focusing too heavily on Directs. They switched and smashed their target. £20k benefit.	
Colleague asking an open question to rethink how to approach a deal. Rather than a phone call, they met the client. £5.4k deal closed.	An honest conversation about training prior to a meeting. £6.5k deal closed.
Worked as a team to work accounts being mishandled due to no account manager. £12k revenue sold.	
Coached team to improve confidence levels. £2.5k up on renewal.	On floor (post-call) intervention in an open forum with the team. Saved client relationship. £10k deal.
Coaching an experienced sales rep through a convoluted negotiation process. Large international deal closed.	
Coached the team through a business change. Boosted productivity and morale.	Coached colleague to find the core issue stopping a renewal. Came up with a new solution. Tested objections and made the sale. £118k deal.
Empowered a Sales rep to take the lead on a deal. Deal increased from £5k - £17k.	
Coaching on what content to include in presentations for the largest network customer. £35k win.	Formal coaching using the question path resulted in someone on PIP achieving over 80% to target. Best performance in 6 months.
KPI team session around individual targets and commitments. Higher KPI's achieved than the target.	
Coaching culture. £50-100k.	Sharing best practice between teams. Improved retention rates.

'Best Programme'

The Empowerment Programme was a hit with StepStone's sales managers. Notion's expert trainers received outstanding feedback with delegates giving them a rating of **99% for their effectiveness and demonstration of subject knowledge.**

99%

This is what the sales managers had to say after the programme:

*"I have been on a lot of training days and have found Notion's Empowerment Programme to be one of the best I have been involved with. This has formed a huge part of my daily routine and has made me a **better leader**."*

"This programme is a great way of coaching and developing leaders of all levels. It really does make a cultural difference."

*"Simplicity is key. This course has opened my eyes to that. The skills this has given me in order to be more **self-aware** are invaluable. I am certainly a fan!"*

"The Empowerment Programme is excellent for Sales Managers, Team Leaders and senior people looking to move up. The focus on coaching and understanding its power was excellent."

The Future

StepStone is optimistic about the future. Their sales managers are already delivering significant successes and the skills, tools and practice they have gained from this programme will help shape an empowered management team and a sustained coaching culture for the future.

Many thanks to StepStone for sharing their story.

Notion is a global expert in behaviour change. For more information about how we can help empower your sales team to deliver the best possible commercial results, call us for an informal chat on +44 (0)1926 889 885 or email enquiries@notionltd.com.