

Sales Leadership & Team Development

A PRACTICAL GUIDE FOR EXECUTIVES

Diagnose. Align. Develop. Retain. Build a high-performing sales organization.

What the organization asks of its people must align with what it provides in return.

1



ARE WE HIRING THE CAPABILITY THE BUSINESS ACTUALLY NEEDS?

Start with the business need, not the open role.

- What outcomes do we need this role and team to deliver?
- Do we have a clear definition of the capabilities, experience and behaviours required?
- Are we hiring for current needs and future requirements?
- Are we assessing for both skill and cultural alignment?
- Are we avoiding the tendency to hire people we are comfortable with?

"Hiring people you get along with isn't the same as hiring people who fit your culture."

— The Daily Executive

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ARE WE TRAINING AND DEVELOPING PEOPLE FOR WHAT IS EXPECTED OF THEM?

Turn potential into performance.

- Do people have the skills needed for their current role?
- Are we providing role-specific training and enablement?
- Is development ongoing or ad-hoc?
- Do we have clear expectations for skill development at each stage?
- Are we investing in both technical and soft skills (e.g., influencing, executive engagement)?

"Capability development isn't a one-time event. It's an ongoing investment."

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ARE WE COACHING EFFECTIVELY FOR CURRENT-ROLE PERFORMANCE?

Help people be their best in their current role.

- Are managers and leaders coaching regularly and with purpose?
- Is coaching focused on real opportunities and challenges?
- Do we provide tools, frameworks and support for effective coaching?
- Are we using data (e.g., pipeline, win/loss, activity) to guide coaching?
- Is coaching leading to measurable improvement?

"Good coaching turns insight into action."

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ARE WE MENTORING PEOPLE TOWARD THEIR POTENTIAL AND FUTURE CONTRIBUTION?

Invest in tomorrow's leaders.

- Do we have a deliberate approach to mentoring?
- Are we helping people think beyond their current role?
- Are experienced leaders sharing perspective, networks and lessons learned?
- Are we creating opportunities for stretch experiences?
- Do we have a pipeline of future leaders?

"Mentoring expands what people believe is possible."

THE PEOPLE JOURNEY A connected approach that builds capability, drives performance and creates long-term value.



HIRE RIGHT
Attract and select the right people.



TRAIN & DEVELOP
Build skills for current and future needs.



COACH
Drive current-role performance.



MENTOR
Expand potential and future contribution.



REWARD & RECOGNIZE
Reinforce what matters.



BUILD & RETAIN
Create reasons for people to stay.



RELATED PERSPECTIVE – THE DAILY EXECUTIVE

Hiring Senior Talent: Beyond the Résumé

Experience matters, but so does fit, perspective and the willingness to challenge.

[Read the full perspective at The Daily Executive.](#) →



"Great organizations aren't built by titles. They're built by people, and by the environment they create for those people to succeed."

Osman Baig

Founder | Mughal Consulting Group

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Create the conditions for performance, engagement and long-term success.

What the organization asks of its people must align with what it provides in return.

5



DOES OUR CULTURE AND LEADERSHIP PRACTICE MATCH WHAT WE SAY WE VALUE?

Turn values into everyday behaviours.

- Are our stated values reflected in how we hire, develop and promote?
- Do leaders model the behaviours we expect from others?
- Is our environment encouraging candour, accountability and performance?
- Are our policies, processes and tools aligned to support our people?
- Do we have clarity on the culture we have versus the culture we are trying to build?

“Culture isn’t what we say. It’s what people experience.”

— The Daily Executive

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DO REWARD, RECOGNITION AND ACCOUNTABILITY REINFORCE WHAT WE ACTUALLY VALUE?

Incentivize the right behaviours.

- Are we recognizing the behaviours that drive long-term success?
- Is recognition meaningful, timely and consistent?
- Are we holding people accountable for outcomes they can influence?
- Is compensation aligned with individual, team and business outcomes?
- Do we differentiate between performance, contribution and potential?

“Meaningful recognition reinforces the behaviours we need more of.”

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ARE WE CREATING AN ENVIRONMENT WHERE STRONG PEOPLE WANT TO STAY AND GROW?

Turn opportunity into retention.

- Do people see a clear path for growth and development?
- Are we providing stretch opportunities and new experiences?
- Do our people feel valued, trusted and supported?
- Are we addressing the reasons people choose to leave?
- Are we proactively identifying and developing future leaders?

“People don’t leave organizations. They leave experiences.”

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WHAT SPECIFICALLY NEEDS TO CHANGE?

Move from insight to action.

- Based on the diagnosis, where are the most significant gaps?
- What are the highest-impact actions we can take?
- Do we have the internal capability to execute, or do we need support?
- What are the potential risks or barriers to change?
- Who needs to be involved and what needs to happen first?

“The right question isn’t ‘Do we need a new role?’ It’s ‘What needs to change to create the right conditions for success?’”

9



HOW WILL WE KNOW IT WORKED?

Define success and measure progress.

- What are the key indicators of success?
- How will we measure progress over time?
- What will be different for our people, customers and the business?
- When should we expect to see meaningful results?
- How will we ensure this remains a priority?

“Improving performance is the outcome.”

WHAT BETTER LOOKS LIKE Measurable people outcomes that create lasting business value.



Stronger hiring decisions



Faster capability development



Better current-role performance



Greater leadership depth



Higher engagement



Stronger retention



More consistent accountability



Sustainable team performance



WHEN THE DIAGNOSIS POINTS ELSEWHERE

If the primary issues are related to sales process, go-to-market strategy, coverage, quota methodology, CRM design or operating model, the focus may be [Sales Transformation & Performance](#). We can help you determine the right path.

LET'S TURN PEOPLE POTENTIAL INTO BUSINESS PERFORMANCE.