



## ORGANIZATION DESIGN – Global Sales Team

**Objective:** Key strategy of medium size company (comprised of several acquired small companies operating independently) was to increase market share by going to market as One company with multiple offerings.

### Background/Top Challenges for the independently operating sales teams:

- Customers would get called on by up to 4 different sales people from the same company, offering different products.
- General Managers of the business were compensated and therefore focused on short term margin at the expense of strategic goals.
- Sales team bonus were based on the same metrics as the General manager and were not incentivized to take risks and gain market share.

### Scope:

#### Leadership coaching:

- Trusted adviser to the VP HR and the newly hired VP of Sales.

#### Organization design:

- Created a new global sales organization moving the Sales team out from the General Managers' span of control and now reporting up through a newly created VP Sales role.
- Shifted the Sales Leadership structure to align by regions vs products.
- Introduced first Sales Incentive Program.

#### Change Management:

- Developed communication plan, talking points and frequently asked question materials. Managed timing of internal and external announcements, taking into account global time zones.
- I implemented the change management plan, including participating and/or leading over 25 meetings either with small teams or individuals.

#### Summary:

As the Organization and Staffing Manager for the division, I lead the project team which consisted of the President, VP Human Resources, newly hired VP of Sales and myself.

The initiative took 6 months and laid the foundation to achieve the goal set by the Leader of the division with the changes made to the sales organization. The change enabled:

- A better check and balance for sales decisions that achieved strategic goals and gain market share.
- Ability to provide a full portfolio of products in one sales call vs multiple single product focus
- More engaged sales team, incentivized by Sales specific targets