

Class 1

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Class 2

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Class 3

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Class 4

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Class 1

Hello! Hello! Welcome! Everyone!

Give you all a moment to get joined connected to audio.

Happy New Year! Is it still appropriate to say that at this point I've been saying it every day. So happy. New Year! Welcome back! This is actually our first launch of 2024 for Pavilion University, so I am thrilled to be here. It's been a couple of weeks since we've been live in the classroom, so thank you all for taking time out of your very busy schedules to join us. It is wonderful to see all of you. Good afternoon. Good evening, perhaps. Good morning. Depending upon where you're joining. I know we have members from all over the world.

We will get started in just a moment. But of course I do have a brief announcement, and I was just telling the Sarah's that this is a little bit of a longer announcement due to the first class, so I promise I will not be speaking this long again. But if you could, as we get started, please feel free to share in the zoom chat

where you're calling from your LinkedIn and your title if you can. We would love to hear that. So we can cater and tailor. Make this class specific to your needs, based on your title. We'd love to see it. So please take a moment to share

all right now for the good stuff. If you are willing and able. We would love to see your faces, so please feel free to turn your camera on if you can.

and my name is Allison. I will be facilitating this class going forward. So please feel free to reach out to me with questions, comments happy to help, and wanted to give you just a heads up related to our values here at Pavilion we leave with kindness. So please be mindful as you partake in the chat classes and slack channel. Finally, in order to receive your credit for 100 certificate receiving you will excuse me to receive your certificate. You will need to join at least 100% of the classes. Those can be the recorded classes or the live sessions. So not to where you can watch the recordings, and it will count

additionally, all of the recordings will be uploaded into shable by the end of today. Now, pooh! I promise I'm done with for the exciting part of today's class. Without further ado. I would like to introduce our instructor for today's class, Sarah Flip, and of course our course designer, Sarah Kwan. So we have 2. Sarah's here today. I'll pass it over to you. Thank you so much for being here.

Thank you so much. It is so lovely to be here. So I'm gonna share my screen, which is the hardest part of teaching any class. So let's see how we do with that and let's get that going.

I'm sure that.

And then let's just put it into slideshow mode.

Alright! Let me know that we're good, and that you're seeing a slideshow.

Almost it is loading. It looks like.

Are you seeing a slideshow.

are you? It says, it looks a little different than when we did the test moment ago on partial screen.

Alright, that's let's try this again.

Hold on! We were. Gonna try this one more time.

I'm going to go ahead and talk a little bit while I'm doing this talk a little bit about my background and all the good things, and then we'll go ahead.

So this is this is, gonna be revenue enablement for scaling teams. One of the first questions we asked you all to put in the chat was your titles? It's a really interesting and diverse group of

of people who are interested in revenue enablement. And so one of the things that we were doing as we were constructing this class is making sure that we're gonna teach all of the things that we think are most valuable, and most important. So we're gonna ask as we go that you continue to give us feedback and so that we can continue to iterate on the course as we go. So I'm gonna try one more time to share my screen.

Let's see if we can do this again.

Are you seeing slides alright?

Cool. So this is revenue enablement for scaling teams. So I'm gonna start and talk a little bit about who I am. So my name is Sarah Kwan. I started my career in typical sales the way most of you did. I started at Adp. Selling payroll in Tucson, Arizona, door to door, and a hundred 18 degree weather in in black suits and all the things.

I worked my way up. I wound up going over to ge healthcare. I was a sales Rep. I was a manager. I was a director of client strategy, running deals over 100 million and then I eventually became the Vice president of sales for ge healthcare for the East, for Mr. ICT, nuclear med, so very technical sales.

At 1 point, as every career goes, I got a call from a former venture who said, Hey, I'd really love you to come to Amazon and lead sales enablement for technical selling for me. And my first thought was, Oh, my gosh! I know nothing about sales enablement. Why would you want that? And she's like what I really want is someone with a sales background who understands what our sellers want because she was actively and passionately moving from kind of sales enablement to revenue enablement.

And what she wanted was that focus on how do we actually affect and use our training to really impact our sales? And so she wound up, hiring me? And so I wound up, leading that division and scaling it from 4 to over 50 and so through that venture one of my ongoing mantras was choosing bravery. Because it was. It was new to me. I had a complete sales background. After 2 years at Amazon, asked me to go run Amazon care, which was a healthcare startup. I've also been a founder, and I scaled a startup and wound up exiting so kind of a really diverse background of all of the things

that go into different perspectives that you all might have. And so, as we are constructing this course, I didn't think it was gonna be fun to listen to me for 4 straight weeks. So I brought some friends. And so the way we're gonna do this course is that each week you'll have a different instructor. Who kind of specializes in a different area.

You can see our cute little chat. Gtp, prompts up here. If you would like to prompt chat. Gtp, I will put the prompt in the chat. It's basically just asking Chat, Gtp to make you an animated character sitting on LinkedIn.

Be specific with the clothing that you want it wearing. So Sarah is gonna be teaching our first class, Kristen from Github will be doing our second, and then Emily from Aws will be doing our third. I will be back to do your fourth class. So if there are things that aren't covered that you want covered in the fourth class, just reach out to maybe email. I'm gonna put that up there. and we'll make sure it gets covered. So I'm gonna talk a little bit about the Co core structure. Session. One is gonna be on what is revenue enablement and then onboarding. And so I started with onboarding for this class, because it is literally the foundation of revenue enablement, and the reason why is that if you get it wrong, your salespeople will not be

effective. And so it's the easiest thing to get wrong. It's also the easiest thing that if you get it right, it scales over time.

So it has the highest payoff. So if you are looking, if you have very limited resources. Getting your onboarding right is the first priority.

Session 2 is on engagement. We're gonna talk about gamification, humor, peer to peer manager coaching. And I thought, that's a weird thing to put second when I did a lot of research from our our sellers across different organizations, the number one thing they talked about was if cell. If the training was relevant and interesting, it was way more impactful. And so I prioritized an entire session around that.

I think with limited resources it becomes way more important. To make sure that our our enablement is effective. It also has the highest uptick on actual pipeline results. And so for those reasons, we've prioritized it. Session 3 will be on tools and measurements. Right? We cannot. We cannot do anything if we can't measure it.

and then session number 4 will be on leading culture or sales, methodology, prospecting enablement and kind of the future of enablement.

What will not be included in this class. So I one of the things that I do with my teams over and over again, is that early in my career. I got promoted for everything that I did right. I raised my hand for every job I was like, yes, I'm gonna go do this. And as my career developed, I discovered that actually, what got me promoted to the next levels was being able to ruthless like prioritize and say things that weren't not gonna do and so

what I discovered was that having a not to do list is really important. And so if you've never made a not to do list, you should do that but when designing this course, that was the first thing we did was we made a not to do list of what's not gonna be included in this class. So we're not gonna cover learning experience designers. We're not gonna cover tools and rise and storyline, or any of the like deep things. We're not gonna cover Lms's, and like which Lms, you should choose. We'll

we'll talk about sales tools, but we're not going to go deep into Lms is I know you're all gonna be bummed out about this one. We're not gonna cover theory. Some androgeny and adult learning theory. We're not gonna cover Kirpatrick models and methods of evaluations. And we're not gonna cover the Roi behind Sko. That's an interesting one that comes up all the time, and whether or not there is an roi on S Ko, it's really interesting, and that's kind of cool. So if you get really excited about that, I'll keep out on that all day long. But I wanted to make sure that we stayed really relevant.

Alright. So what is revenue enablement? So

this is kind of an ongoing iteration. Right? It started a sales enablement before that it was training and learning and development. Then it went to like sales enablement. Now it's become revenue enablement. It's kind of just the ongoing pitch. But the biggest difference in revenue enablement is that it's the ongoing

effort of getting your sellers to be as productive as possible. And so what we're gonna talk about a lot of is as it's ongoing that you'll need to have certain things. So getting onboarding right? Getting your cadences right, we're gonna talk through all of those things. So we're gonna make sure that we set you all up for success. If you have anything that you are looking at this course,

you're like God, it would be really valuable if you covered this feel free to email me, I put my email up there. It will be in the slides

and we'll make sure we we weave it into like one of the other sessions. Okay, so with that, I'm gonna turn this over to Sarah. Sarah is gonna present on sales enablement. And I'm sorry on onboarding and once again we think that this is really important, and that's why we're starting with onboarding.

So I will stop and turn over to Sarah. Awesome. Thank you so much, Sarah.

When in doubt, guys, just you know. Say, Sarah, everyone's gonna come calling. So it's been like that ever since eighth grade for me. Can you all see my screen? Okay.

yes. Looks great, Sarah, amazing. Let me just

stop sharing, actually, just momentarily, because I need to get into presenter mode. Coming right back, I promise.

There we go!

Alrighty.

Take a look. Now.

are you seeing my screen or the facilitator notes?

We see the facilitator notes. Okay.

that's what I was afraid of.

I know. I thought that that was weird, too

sorry. I think I'm having the same problem that you did, Sarah. So

yeah, no worries, because we did a tech check. And it did not do that. So take your time. You know, I'm just gonna do this without facilitator notes. So, hey, guys, I'm Sarah Philippiac. Call me Sarah Flip, because no one knows how to spell my last name. I am the founder of flipped modern enablement. I have previously worked for the likes of Wayfair Cooper, a subsidiary of Airbnb and a couple of other things I'll share later throughout my chat today.

Thank you for that. T up, Sarah, you are exactly right onboarding is literally the foundation of everything we're going to do from a revenue enablement perspective. So super excited to talk about this, this is my passion, so feel free to ask questions in the chat. We will be reserving questions for the very end, but feel free to make sure that you ask us anything along the way we are here for it all. Okay? So let's Devin.

Today, we're gonna talk about the problem behind onboarding today. We're gonna talk about the process of what high quality onboarding looks like, and the payoff I'm giving away a little bit the punchline, so I'll go ahead and fast forward and pretend you didn't see that. So let's talk about the problem.

Who here currently is experiencing some type of problem with your onboarding today?

Anyone at all.

And if so, go ahead and throw it in the chat real quick.

No, no problems. We're all perfect.

Let's see. I've got

any specific problems you want to share no defined sales process. Okay, that's helpful.

Any other specific problems that you've come to identify.

no

challenges with new client simplification on boring to complex solutions, adherence to process.

Thank you for that. All great stuff. true discovery questions, lack of enthusiasm. I hear all of these absolutely

so. I have a philosophy that the bullseye doesn't exist. What are you aiming for? That's real.

That's really the challenge behind onboarding is, we do not take the time to really think through the lens of who our individual sellers going to be, and how to give them a plug and play path, to be able to self, realize how to take ownership over their scope of work. So

I also believe that the problem behind onboarding is the lack of prioritization. Think about it this way. How often do we have a super cool concept behind a product? We rally all of our energy to go to market and then throw a whole bunch of sellers and a leader at the problem and say, Oh, yeah, that's a plan for scalability

probably doesn't work as well. So just like we take

ample time to get the product right. In the first place, being able to engineer the infrastructure behind. How we're gonna go to market is equally critically important on the onset before you ever open your doors. It's important to have a clearly defined path for how you're going to bring people into the organization for them to be able to see their path to excellence take over their franchise and thrive within the organization. So

here are the impacts of poor onboarding. Brace yourself because these will make you want to throw up a little bit.

87% of new hires today. Regret the company that they came aboard within their first week.

Let that sink in for a second.

87% of people feel like, Oh, my goodness, what I get myself in for! They're already burning out! They're already overwhelmed. They are losing faith and confidence in the mission that they're gonna have to carry forth. And if they don't have purpose and buy in behind, what they're doing is that going to spell enthusiasm and buy in on behalf of the customers? I don't think so.

Secondly, the new team members are typically feeling lost and non-productive. For the first 6 months ramp just takes too long. and therefore think about how much value leakage is setting in in between unrealized potential for the longevity of the ramp. But on top of that the labor costs the actual carrying costs of that employee. What do you think they're doing when they're not meaning seeing expectations. They're probably tuning out. They're starting to give diverge their time into other things because they just feel that uncomfortable.

Here's a glaring 1. One in every 3 team members fails to launch in their first 90 days, either voluntarily or involuntarily.

So that means 33% of our organization. We can't consistently rely on them and think about the lost opportunity cost. We're gonna get into that next, the cost to replace just one team member hovers between 3 to 4 times the cost of that person's annual comp.

So not only in the unrealized potential. If that team member burns out within 90 days. Not only do they not meet and exceed quote expectation.

so you've lost all of that time towards the revenue goal that you had. But now you have to backfill that employee that takes approximately 2 to 3 months in between. All the time the the candidate selection process, the hiring of that team member 2 weeks notice for them to actually come aboard your organization than their 6 months to ramp. Think about how much opportunity cost is lost

just towards meeting that revenue target. And then on top of that, there's unemployment insurance liability. There are carrying costs of the employee. There is talent acquisition costs.

There are equipping costs. All of these are invisible expenditures that companies don't realize when they think they're saving budget in head count. So for every team member that you lose within an organization. It is actually

crippling you far more than we really realize. I've been a part of organizations where they said, Oh.

well, that's \$150,000 savings, because I just cut this team member. Oh, was it really? I guarantee you it set you back far more to your detriment than you realize.

Average employee tenure has plummeted, and I don't think that this job market between 2022 and 2023 has helped us out any but employee tenure has plummeted to only one year, 2 months per team. Member.

I don't know about you, but knowing the longevity of ramp these days. How quick is that person finally starting to hit their stride, only to churn! I'll I'll only to break apart that revenue engine all over again. Every single fall start breaks the revenue engine a little bit more, because there's no legacy talent to point to, and you're constantly in rebuild mode constantly, get new people up and into speed, up and into speed. And all the more

we're not necessarily getting a lot of people ramped to point to and say, Hey, this is your gold standard.

and that takes me to my last point, little to no legacy. Information gleaned from new reps coming into the organization versus very few people that have been there from from a tenured standpoint.

Alrighty. So why is this happening? Well, few things. The company hires an influx of talent to navigate the company. So you've got a company really cool product companies typically hire a bunch of sellers in a sales leader and say, go forth and prosper doesn't really work that way. So you start to have people going in divergent directions. One person has a theory on how they're gonna be able to operationalize their sales, franchise. Other people have different ideas. And all of a sudden you've got all these divergent little pathways. So that's creating rogue

practices. And that's further eroding an organization's foundation. So eventually all those roads are gonna have to come together in a homogenized, scalable standard, right? But we're already breaking apart the infrastructure on the onset. So given the frantic pace within organizations. leaders quickly become tasked with onboarding their reps. And let's face it. They're typically overextended. They are in the middle of a champion deals themselves. They are typically in meetings. They've got far too many responsibilities on their plate, and on top of that. Are they professional instructors? Are they professional coaches? Typically not because they haven't received proper leadership enablement to know how to be able to set a standard and how to coach and reinforce the skills needed within that standard.

So unfortunately, onboarding as we know it today, is falling flat. And on top of that. It's starting to erode the relationship between leader and individual contributor

leaders typically fall on. And it's not their fault. They fall into micromanagement land. Oh, we we're gonna grind. We have a lot of quota. We have to hit this particular quarter. So we're just going to say, You know, where are you at with your kpis. Where are you with your metrics in your activity? And we're just gonna grind on people as opposed to ensuring that they're confident they're autonomous. They're able to meet and exceed expectations with I without micromanagement.

So because we've got this frenetic, frantic pace in between leaders and individual contributors, people start to feel ground on that plummets morale that starts to further weaken and erode the relationship in which

I don't know about you. But as cultures start to become more and more toxic. It's only a matter of time before someone says, I just can't take this anymore. And they're out the door. So you see how all these problems are exacerbating.

So we start to experience attrition again in between failure to launch in between toxicity, starting to set in.

the company starts to erode further and further with each miniature break with each team member starting to leave the organization. It's only starting to create worsening decisions as internal and external stakeholder confidence starts to plummet. So that's a little bit of the vicious cycle that we're getting ourselves into is by not taking the time on the front end to have the long term vision and the micro components strategy on how to fulfill that vision.

We're shooting ourselves in the foot. There's far too much of an emphasis put on short term quarterly revenue targets as opposed to what would it mean to invest the right amount of time to get people confident, autonomous, take ownership of their franchise and thrive and embody proper coaching standards amongst our leaders to reinforce that standard. So

it shouldn't. It doesn't have to be this way. And we're gonna talk about all of that right now.

How do I know all of this? I started to allude to a little bit of my backstory, but my backstory actually started before those companies that I mentioned

for the past God goes past 18, almost 19 years.

Onboarding's really been my passion project. I saw this firsthand as a starter or a startup founder, so I opened my first company in my early twenties, where the company exceeded its 5 year. Revenue projection within its first year, ended up opening into 3 brand new sales territories in less than 2 years, and was subsequently acquired by the world's largest Franchise Development Company.

That franchising experience was invaluable because it taught me the critical importance of setting the long-term scalable vision. But then, ensuring that each franchisee has a confident operational path that they can take ownership in fulfilling that grander vision that we're all invested in, we're all a part of.

So had I not had that foundation early in my career, I don't think I'd be the enabler that I am today. So I approach a lot of my enablement experience through the lens, having been a successful franchisor, understanding that Macro, thinking, how are we going to define a scalable standard of excellence. And how are we going to invite each stakeholder to feel confident, bought in energized, and knowing how to consistently meet and exceed expectations? So here's the process, and how I take to accomplish that.

So commonalities of effective onboarding acceleration. Each team member needs to have a clear operational plan

for masterful output, and what I mean by that is, they need to embody these concepts. I'm a big believer, and you'll hear me say this probably time and time again. I believe in mastery, not memorization. Think about a lot of the things that we give to sellers, and we give to go to market participants. Oftentimes we are giving them a playbook that they didn't create for themselves 2 dimensional Lms learning. It doesn't involve the learner to really embody these concepts.

They're just

trying to regurgitate materials that have been thrown at them. And if someone isn't truly embodying a concept, taking it, making it their own to the point where not only do they have it, they can take that concept and run with it. If they don't truly understand what it is that we do in the critical embodiment of those concepts. How are they going to action and influence our customers to the embodiment of what it is that they need to take action on so mastery over memorization is one of the core tenets of effective onboarding. From my experience.

Onboarding is built progressively, and what I mean by that is rather than a touch at one skill set. Think about onboarding and traditional Lms training. There's typically a concept that's going to be taught around. You'll touch it once you'll certify those behaviors. And then, all of a sudden, it's over to this other doodad that is going to affect the sellers. Output none of those skills are reinforced and stacked upon one another.

If you've ever been a musician, think about the way that you learned how to be a masterful musician. It started with scales after you mastered scales, they added on a layer the next progressive layer. So you went from scales, probably to tremolos right? And then you started to add on into harmonies and dissonances. So that's the same concept. When it comes to onboarding.

Set the foundation, build skill upon skill upon skill on top of that foundation.

Next.

each person needs to self discover the concepts in a hands-on real-world scenario learning so inviting

learners to engage with the content to really embody the scope of work and have a safe environment to embody the concepts, but also to fail failure is a critical part of learning they have to play, break things. Those mistakes are going to give them confidence once they get into the field, because they've seen what great feels like they've made mistakes along the way. They now know what to do differently moving forward.

And then do do! Do. Do I think I covered that last one already questions so far good.

This is one of my favorite quotes, and it's been with me since early in my career. I went to college. So sarah had mentioned Andrew Goji. I studied pedagogy professionally in college, so this resonates with me as a pedagogue.

Tell me, and I forget. Teach me, and I remember, involve me, and I learn so phenomenal. Quote. So if you've seen this pyramid, I'm not going to get into the theory behind the Pyramid, because there's some debate around that. But when I show you this learning pyramid, what I want you to take away are the various different learning modalities, the different learning affinities. Every single person learns differently. I'll personal over share.

Early in my career. I didn't think I was very intelligent, because I learned differently than what the standard

typical, you know, teach you stand and deliver, format and high school or middle school. I didn't relate to education that way, so for the longest time I just thought, hmm! Like, maybe I just don't get it. It took me, you know, quite some time. It took me going into college and staying pedagogy before I realized. Wow! It's not that I'm not intelligent.

I learn differently. I learned through kinesthetic involvement. Others learn through analogy, auditory analytical cues. So when I show you this learning pyramid, I'm showing you the various different ways that people conceptualize and embody. A piece of content or or a learning.

So you can see on this pyramid that some people feel that these are passive modalities. Some believe that these are active modalities. I'm not going to debate. You know what? What's more effective and what's not, because there is already some debate out there.

But we are going to reinforce each of these learning modalities in the way that onboarding is built. This is going to ensure that not only is every team member enabled in their native learning language. They're also going to engage with so many different ways of delivering education.

And think of it this way. Your learners not only have to embody these concepts.

They're responsible for educating customers and teaching customers in a way that the customer needs to receive information. So teaching learners on how to also be masterful teachers is critically important. This is going to effectively change the way that we all collaborate and work together.

So the structure of onboarding. I do this through a rapid immersion format. I don't believe in a hodgepodge 30 min over here one day. 30 min over here another day, I believe, getting the trenches reinforce these concepts, build progressively, skill off of skill, and then be able to deploy end of the week, certify, and deliver those behaviors cool?

Can everyone else hear, Sarah, I think I don't hear you right now. I don't know if it's me. I think you're well. I just lost the audio, too.

Can you hear me. Okay, perfect. Thank you. Okay. I think my mic cut out for a second. Sorry about that. So

what we're going to do over the course of these 5 days is we're going to progressively build skill on top of skill on top of skill until we have not only a complete performative but also operationalized toolkit that each of the team members have they've actually test drove, think back to when you were 15 or 16 years old. Would you have ever gone for your driver's license.

Had you not physically gotten in the car

prototype those behaviors time and time again? That's what we're going to be doing through this immersive format is, we're going to build the foundation. We're gonna continue to reinforce those skills through performative learning techniques. Cause let's face it sales. It is a performative skill. It is the art and science of understanding how to be able to think through the lens of somebody else, and then align everything you do and say to sway someone to your way of thinking. So it's a performative skill, not just an analytical thing that we can measure.

Alright. I'm off my superbox. That's going to be the overview for the 5 day curricula, and we deep dive into all of those scenarios one over the next. This is where I wish I had my facilitators, because I had every activity spelled out in the way it's deployed. So

before I dive into all of the activities that go into those 5 days. I'm actually going to give you a real world example of how this has come up.

So in a past organization. I came aboard the company, my leader, at the time the Svp. Of sales was tasked with onboarding me.

This was a publicly traded company, so I anticipate there was going to be a world class onboarding system. Nope, not so much. There was actually no onboarding system. There was also no global standard of excellence. So more to

that's topic for a different day, though. So I was given approximately 30 min whenever this individual could fit me within their schedule, and they did that over the course of 2 weeks, and by the end of 2 weeks I was onboarded. There were no real standardized training materials. It was

filtered through the lens of someone who had been in that industry in that seat. Been operating at that altitude for a number of years it didn't meet the incoming learner where I was at. It was speaking high and above me. It was a hodgepodge of information, and none of the roads pointed to Rome.

so.

with his permission, I was tasked with launching 3 brand new Enterprise sales team so approximately 36 newly hired sellers, and frankly, they were fairly junior in their career. None of them came through none of them came from the industry. I was tasked to get them up and into speed. They had the same 2 week, timeline, in order to get up and into speed and start making good towards their quota. So

I took everything that I was able to self-onboard myself, and I reimagined the onboarding process, and I built it from this foundation. I'm about to take you through this activity.

Where we started with the why, if you, a Simon Cynic fans here start with, why is the foundation of everything? If your sellers don't understand the critical importance of the industry, the nature of the problem that we're solving

our competitive philosophy on how we do better than the competition, the customer, their needs, their pains, their impacts. How do we make their lives better if we don't start there, forget it.

We're going to fall flat in all of the other behaviors. We're going to teach off of that foundation.

So very first activity I did in my reimagined onboarding process was this.

so this is just a 15 s clip of the company's vision and architecture statement.

So go ahead and read this to yourselves, and imagine

that you are a 23, maybe 24 year old seller. New to the industry. And I want you to ask yourself.

is this altitude appropriate for ensuring that you really understand the pains, the ramifications, the the problems within the industry, and the critical importance behind what we solve.

Probably not right? So what I did

is I want. So I, this wasn't a video format. Just so, you know, it was a 2, 2 and a half minute video. I played the whole thing start to finish, no stopping, and then I asked my sellers, I said, go ahead and raise your hand if you can. Just

2 to 3 sentences, tops. Summarize for me what it is that we do here at this company the critical importance of what we do. How do we solve it? Just I got nothing. I got blank stares. I got the the look of what the

did I get myself into, and I said, If you're feeling like what the hell you're not alone, because, frankly, I didn't get it either when I first came in. So instead, we went around the Horn, we stopped and started the video at 15 s intervals from there we would popcorn around the room.

No one felt put on the spot because everyone was collaborating to putting together this big puzzle together. So we went around the room 15 s at a time. And I said, Okay, we just heard these 2 or 3 sentences in your own words, layman's terms. Talk to me like you know I'm I'm a 5 year old, and this needs to be universally understood.

Go ahead and explain back to me as if I'm my 87 year old grandmother or my 5 year old. Well, my! My toddler's only 2 and a half, so imagine I'm a 5 year old. Go ahead and explain that back to me, and that's what we did. We went around the Horn

person by person, collaboratively putting this puzzle together. By the time we had that full picture I asked for simple questions. I call these questions the Big 4. So those questions are, why is this important?

Why is this important? Now.

what's at stake if this problem remains unresolved? And lastly, what's in it for those that we solve

after we put together that whole picture. We asked those 4 critical thinking questions, and this is what the customer or this is what the sellers came up with.

There are broken silos within any given company today there is leaky spend rogue spend the potential liability that you can't even see the totality of your your financial health at any given moment. If that problem isn't resolved. Now.

you have no clue how to accurately forecast your current expenditure versus the goals that you have to be able to grow the financial health of your company. If this problem remains unresolved, you don't have the provability to internal and external stakeholders for their confidence in what it is that you're trying to deliver.

Ultimately, if you had real time visibility into the total financial health of your company from 1099 temporary employment to global treasury, to risk and security, to global procurement, and everything in between. Any stakeholder could see at a moment's notice exactly what the company's expenditure liability is and be able to determine. Are we within plan for the financial picture that we're looking to accomplish

by asking those 4 questions all of a sudden sellers not only understood the industry acumen, they understood the lens at which our company was uniquely equipped. To resolve this issue, and on top of that anyone realize what what we were also doing.

We were building their pitch

by doing this one activity. In the very first hour I was getting Sellers audible ready. They were actually embodying their talk track. We would go around the room. They would start to put this in their own words again, save space even a even if they missed the mark entirely.

We were giving them a safe space to play, to break things, to be able to get audible ready. This one activity stemmed as the very foundation of what we did over the course of 40 h within that single week. So remember, back to our musical analogy.

This was our scale.

We started from the foundation of our scale. We layered on progressively, skill upon scale, upon skill, meaning that we were actually pitching 40 h over the course of that week. Imagine what that would do to your sales team if they had the ability

to practice and master their pitch for 40 h within their first week. Imagine what that would feel like for your go-to-market teams to be so clear on the vision, the purpose, the mission behind what we're doing, that we start to level up conversations and spark greater creativity on how we resolve the issue better than our competition. That's what we are doing within the first hour. So advanced. Slide. There we go. Day one. This is the flow of our immersive onboarding format.

We started with that interactive activity. And just so, you know, going back to that philosophy of multiple learning modalities.

every single one of these activities, every single one of these topical areas, rather, was going to be embodied through all learning modalities meaning, there was a stand and deliver component. There was a self discovery and research component. There were team activities and breakouts where we continuously swapped out buddies and partners so that they continued to bond and see different perspectives and hear things from different different people's voices. We had practice in role play scenarios, and probably my favorite activity. So much is gleaned when people take the information they embody it. They put it in their own words, both through their voice as well as written form.

I gave the the clear standard on how to create a playbook, but I gave my sellers permission to build their own sales tools. These are tools that they don't have to demystify. What does this playbook really mean?

They created every single sales tool in their own words, meaning not only did they understand exactly what that sales tool meant, they could take it, embody it, make it their own and deploy it with them in the field. So they they actually have an operational guide that they understand completely. So I just thought I'd I'd share how all of the learning modalities are affected.

so that industry acumen the core problems, the critical thinking skills as well as sales psychology come in hour, one

hour, 2. We talk about the various options to resolve the problem that means competitive landscape. What's the philosophy of our competitors? What's our competitive philosophy. What's our win zone? How do we do it better than anybody else? What are our objection? Handlers to reframe the thinking and the other ways to resolve the problem, including, build versus buy or stick your head in the sand, and do nothing so cost of inaction as well, was covered.

Next after we understood the industry, the core pains and problems, who the players were in the market, and how we resolved that problem. Then we dive into Icp fit and various personas. We broke all of that apart, both by Icp. And vertical, as well as who are the mission critical stakeholders, both above the decision line and below on how we're going to influence our way in from a prioritization perspective. And we profiled that through the lens of sales psychology as well.

Then we did a deep dive into our customer success stories. We wanted our proof points. What were going to be the most impactful stories to tell, and to whom, when we start to get into the field.

then we start to dive, dive into the specific sales methodology. At this particular company there wasn't a universal sales methodology at the time, either. So I taught my team Challenger, because I thought it was important for them to have a very customer centric sales language. So we, we start to talk about sales methods, sales, psychology on how to frame each of these talk tracks. Now that they understand it.

Then we started to go into research account research at scale at velocity, buying triggers as well as qualification, but this time not just asking qualification for the sake of our benefit, making sure that we're using challenger methodology on top of that, to make sure every single thing that comes out of our mouth is going to be of value and thought provoking to our customer, we put it all together by the end of that day. Yes, believe it or not.

all of this is taught, reinforced through the entire first day.

So we we do a research. I'm sorry. I re review and re recap activity at the end of the day, and then our sellers were tasked with a homework activity to be able to take actual field examples, be able to graph their pitch unique to a persona parent and storytell around the right customer success story

phrase that as an outbound pitch and walk us through how they got there they came back in that start day, too, where we reviewed and recapped with real world scenarios that they prepared in their homework.

Then day 2 was all about the process on how we get there. What was our customer journey in terms of yes, our sales process and forecast ability. That we're going to go through on top of that we talked about the micro cycles within a various sales stage, the Pre. During and post that goes into stage one stage 2 stage 3 each of those are Mini cycles.

and we need to orchestrate all the activities that go into micro cycles from the collateral that we deploy to the expectations and success criteria to the internal stakeholders that we're going to align across each stage.

How we're gonna pressure test that at each stage of the deal cycle to ensure that we actually had something viable on our hands. So that was the majority of day 2. Taking all of that foundation from day one, and then marrying it to customer journey and sales process then, now that we understood the process and the the entire journey we're about to take customers on. that's when we married it to the account plan. How are we going to surprise and delight customers all across that process with a hypothetical account that they were assigned. We put it all together. We assigned a homework activity at the end of day, 2 taking us into day, 3.

Day 3 is all about operational mastery. We understand all the performative behaviors. We understand the sales process now. We have to know how to operationalize that.

So I started the day after our review and recap.

We went into the why behind the Kpis. I didn't just give them a quota. I didn't just give them metrics and kpis. What I did is we started from a place of purpose? I asked my sellers as a team.

Who are we? What do we stand for in terms of the way we define and uphold our own standard of excellence. And then I asked for them, what was it going to take in each of the top 5 activities they need to do each day to meet and exceed that standard. That's how I got my team members invested and maintaining a high level of ownership over their kpis is, we set a cultural expectation.

So they were bought into the numbers behind it. From there we reverse engineered the quota on how we were going to meet and exceed our Kpis.

So I like to distill complex thought into something simple. So I created something called the top 5. This is where we diagnose their job description into the top. 5 things they need to do every single day. I tell those that I coach, if you only do 4 out of the 5. You didn't do your job that day. It's imperative that you allocate sufficient time with a specific expectation around each of the 5 tenants within your given role. So we defined our top 5 and the metrics that was going to take to meet and exceed our daily expectation, and how it fit within our quota to ensure that we were not only in process, but we were ahead of of delivery. We I I'm a big believer and I was talking about. Are we off pace? Are we behind the pace? Are we ahead of pace? I want Sellers to be able self scout for that.

So we went through and reverse engineered all of those Kpis, the buy-in behind the Kpis. Then we married it to a daily time block that they created for themselves. So within 30 min increments, I asked for them to assign one of the criteria from their daily top. 5.

But it wasn't enough to just say, I want you to account plan. During this 30 min interval I assigned them. I test them to set an assignment for themselves. What can you realistically get done within a 30 min interval? And I want you to put that in the secondary column of your time block. So you set that you set the task that you're going to be doing within the time interval. But in the secondary column you're going to say I expect to meet and exceed whatever whatever it was they were aiming for in the third column they would evaluate performance day over day to gauge.

Is this time block realistic? Am I ahead of pace? Am I behind pace? It doesn't matter if they necessarily meet their time, block perfectly every day, but the goal behind it is an evaluation and self scouting tool for sellers to take accountability and say, Hmm.

I'm off plan right now. So you know something. I have to retool things a little bit differently to shift my allotment, to make sure that I'm meeting exceeding the expectations I have for myself. So that was the first component is setting. What does a day within your top? 5 outputs? What is that standard of excellence gonna look like? And now we're gonna dive into each of those 5 behaviors and how you're gonna operationalize them. That included tech stack navigation.

So rather than just

do an overall gong training or zoom info training, it's much more effective to show how these tools within the tech stack work in real life scenarios. So we conducted a training where we married together an actual day in the life scenario, and how each of these different components within their tech stack were going to work in concert.

I gave them hypothetical accounts in which they would actually fill out the criteria in salesforce, they would create opportunities. We would talk about all of the idiosyncrasies that went into those behaviors.

and then we conducted mock role plays of actual field examples. So we would do practice and role play. We would do account planning. We would do OP creation. We would do a role play around discovery storyboarding in preparation for a demo. We would do all of these behaviors and mock role play scenarios. We would put it all together as a recap and review and homework assignment

that took us in a day for Day 4. I call Incubation Day. So this is going to be a day to marry all those concepts together in real life. Sellers are going to work their time block daily operation. They're going to embody off those behaviors with mock scenarios. They're going to have different role play buddies, and we're going to start getting them ready for certification. Day 5 is all about certification.

Certification to me is a combination of 2 things. The written certification. And it's typically open, ended questions. It's not multiple choice. It's not true or false, and yes, that makes tabulating the results a little bit more challenging. However, I'm looking for mastering embodiment of the concept. I don't want someone to guess. Oh, it was B. Oh, it was C I want someone to actually show me

how they understood the concept, and I gave them hypothetical scenarios. I gave them open, ended questions. Explain this back to me. How are you actually going to do this activity? The

certification was pretty long, probably over a hundred questions in just the written component, and then the performative certification. I would I would tell the sellers in the cohort you could be assigned any component within the sales process any component, any type of customer facing conversation you have to be prepared to be audible, ready to deliver in any of these hypothetical scenarios, so they would come into the performative certification. I would give them the hypothetical scenario. I would role, play it with them. That was the performative certification to ensure that any component across the sales process they would be able to embody and feel comfortable performing, too.

So that was the end of the one week intensive. The second week they got into the field. So they had a shadow, Buddy and they would take turns actually embodying their daily operation. So the legacy team member would do their work. The new trainee would be able to observe everything that they were doing, ask real life. Questions, be able to participate as needed, and they would take turns. So we were giving sellers a safe way to start to get into the field as well as have someone who's been there done that is their peer. Help them feel comfortable and starting to actually drive their operation. So back to that test driving analogy back when we're 16 years old. It was, you know, it was your brother. It was your mom that was already licensed there in the trenches with you to give you that safe ability to start.

So let's talk about the payoff of this process. Oh!

Again, all these payoffs were in my footnotes. So from recollection. This produced 3 to one faster output ahead of the legacy team members. In the first iteration of this program it also increased

quota attainment by 33%. It also earned this particular sales territory that piloted this concept with

They ended up winning the territory of the year, and this was for a global sales team. This was the only new sales team as well to the to the company. All other sales teams had been established for quite some time, and there were 4 promotions that came out of this Co. This founding cohort. So

it worked. And I've been deploying this system ever since

takeaways first, I am clearly talking too much, and I would love to hear your thoughts. Your ideas were some of the actionable things that you would love to see moving forward, or just nota moment in general

feel free to throw it in the chat.

No takeaways

cool. Thanks, Jenny, open ended questions. We have some questions

awesome. We do. Yeah. Would you like to take a question now, Sarah? Or sure I was just about to open that up to QA before I do, I'll give you a few of my, you know, critical recap takeaways.

So, as I mentioned earlier mastery over memorization, we are trying to get people, confident, autonomous, ready to take ownership of their sales franchise within the greater vision of what we all collectively do, and and how we conquer this foot race that we're in. Whatever industry you're in. If you think of onboarding as setting that critical foundation, it's impossible for someone to win a foot race, and to be able to dominate total market share without foundation beneath their feet.

I'm also a big proponent that you can't possibly open the doors to your business without a plan on how you're going to bring people into your organization and get them ready to perform at a high level. If the bullseye doesn't exist. What are you aiming for? So think of your internal stakeholders, your new hires. They're your customer, you are selling them to meet and exceed performative expectation for the company's profitability and financial gain every single day. So if you're not treating your customers, your sellers, your got to market team members with the exact same or more care that you are the people you're actually trying to sell. You're doing it wrong. Sorry. I'm a little bit bold in that statement progressive. You need to give people a safe space to grow behavior on top of behavior on top of behavior so that they are actually building the skill set. It's not just a touch at once. It's not just a 2 dimensional learning.

Learning does need to meet every learner where they're at, not just the people that perceive something that was

pre created for them via playbook or a two-dimensional Lms.

I had more takeaways in my footnotes, and I'm happy to share offline, so please feel free to ask me anything. I'm an open book, but now I would love to be able to open this up to you. So what questions do you have for me? I think I'm missing my question. Slide. There you go. Excellent! Thank you, Sarah. We did. First question was from James in the chat. James, how do you decide the mix between teaching the product? First teaching sales skills.

awesome question. They're interconnected. The product isn't just something that we teach Standalone. Remember those big 4 questions that I keep coming back to. That was a foundation of always understanding the why behind it.

How often do we fault default to feature function? If we're only talking about the product in terms of the standalone functionality, forget it. We are not actually embodying sales behaviors. So as we do the product segment of the training. Again, it goes back to market, fit our philosophy about, how do we resolve the problem better than anybody else. We're keeping it a sales narrative while it's still product base. We will do a technical deep dive as we go through the demo component, because I'll actually give them a real-world demo and show them how the tech if it is a tech product, for example, how the process actually comes to life ways, the product that we go to bat for. But they have to understand the why, the why. Now the what's at stake, if and the what's in it for the customer. So awesome? Question. Everything is always grounded in psychology.

Excellent. Thank you. Okay. Our second question comes from Jessica and Jessica, please feel free. Anyone that had. If I'm reading your question you'd prefer to come off with mute to elaborate. Please feel free, but I'm happy to read it also. Jessica asks, how did you decide on the shadow pairings running smaller teams? Usually there are a handful of people, I trust to be a good example, and others where I'd worry about not being a great example or being distracted by having a shadow.

Yeah, awesome question so candidly. It was a smaller cohort, this particular cohort. I did 3 different segments, 12 12 participants each. So I had a team, 3 different teams, 36 in total 12 members per team.

So I would mix and match people throughout the entire cohort. So Cal and Bobby would pair together. Then Cal would pair with Suzy on the next pairing. It was really hearing the learnings from different perspectives, and we were all in the same boat.

same thing as we go in terms of traditional education. We're gonna have a mix of different people within our cohort. So I'm not saying that it was necessarily defined by who's gonna be great and who potentially wouldn't be as great. It was important. And I'd like to think that the people were bringing into the organization. I tried to be very clear on what the standard of excellence was going to be.

I typically hire for intangibles. I can coach to any type of skill but the will to be there in the first place, has to be there. So every single seller within the room had a bias towards curiosity, a bias towards action, a bias towards collaboration. So I felt comfortable in this particular scenario that each person that they were going to be able to self discover and and learn from.

was going to be a really good team player in some capacity, some better than others. But as I started, see really great shining examples that it was really clear that everyone needed to learn from this particular example. I would make sure that that person stood up shared.

There was a really big stand and deliver component of this training, by the way. So everyone got a lot of familiarity speaking and teaching to the entire group at large. So all great examples were always heard. Some examples weren't as great. And I would say that we did a lot of a lot of positive based group coaching and feedback around examples that could use a little bit of coaching. But no voices were necessarily cherry picked for better or potentially not as good. Yeah. In our next session we are. Gonna talk about peer to peer learning and how to leverage who you have to teach each other so we're gonna talk all about like the science behind that, and how to construct the toolkits to get good peer to peer learning. So that's that's actually coming up in next week's session. So

awesome. Any other questions perfect. Thank you for that. And yes, we do. We have another question from Dylan. And again, please feel free to come up with me if you prefer, Dylan asks, under commonalities of onboarding acceleration, that you mentioned number 4 members and body roll through performative, real world experiences? Is this learning through selling experience and scenarios, or learning, through a customer's experience with your product?

Awesome, great question both. So we made sure to do a combination of mock role play scenarios where they would experience from a customer's perspective. Now that we had profiled, and we really ingratiated ourselves to their perspective as well as going through customer success stories, so they could see it through the customers lens directly in a customer success story or based on what we had researched.

profiled, and worked through in our mock role plays.

Great. Thank you. We are caught up in the chat. If anyone else would like to come off of mute.

Please feel free. We'd love to hear from you

and Thomas really quick, because I see your comment about the reinforcement strategy. I'm the first person to say that enablement only goes so far, and laying that foundation unless you also in tandem, build the foundation that equips the leaders to be able to reinforce and coach to these standards.

Let's face it. You your sellers are are going to be a lot closer to their leader than they'll ever be to me. They will be with me in an onboarding cohort. They'll be with me in a specific programmatic deployment. But I'm not gonna be there all the time, their leader is, and it's imperative that each of those leaders know how to be able to earn the trust and the right to coach and reinforce. Each of these behaviors, know where to scout how to progressively move the needle in any of these behaviors. So that's actually a great

point you made, Thomas, because that's a co-architected build. I deploy this first actually to the leadership team. So they're bought into the system. They. They know exactly how this is going to be deployed. And frankly, I'm a big proponent in making sure that the organization not just go to market. But everyone as a whole knows how we support our revenue engine.

So our go-to market is the closest thing to our customer. By going through this entire workshop. You're helping to level up the conversations and be able to spark Major Aha! Moments within the product team within the various other teams that support the company, and frankly, having this as the first taste of a company. When you come aboard a brand new organization, you're gonna be bought in.

energized, inspired no, and be able to demystify the various ways we cross functionally, align and support the you know, biggest segment of our company, because let's face it. If the revenue engine. Thrives. We can win that formula. One race, if it continues to sputter, break apart the transmission is gonna be blown, and that's been spelled disaster. So I'm a big believer that all voices need to go through this experience. Leaders have to go through it first so that they really understand, and they're bought into

what they're gonna be reinforcing. And as part of that leadership cohort, I teach them exactly how to be able to coach these behaviors. Great point.

anything else

cool. It's been a pleasure getting to know you guys today. Please make sure to connect with me. Let's be friends. I love friends. I also love to geek out on this sort of thing all day long this has been probably the biggest passion of my life is giving. Unlocking that Aha moment and giving people the confidence and autonomy to take a concept, run with it and thrive in whatever it is they wanna do in their career. So thank you so much for having me. This has been an honor and have a wonderful day. I'm done, but I know Sarah's coming right back we will. We will see you next week. Next week's topic is gonna be on engagement. It will include how to use humor, how to do peer to peer coaching, how to use limited resources.

To get the most effective bang for your buck. So we're really excited. The slides will be placed in the class material. So you will have access to it in the slides is my personal email address. So if there is a topic that you're like, hey, Sarah? I'd really love to make sure that this gets covered.

We have 3 more weeks and 3 more awesome instructors, so

each each week will be taught by someone else. So you'll get new and different voices. So excellent. Thank you, sir, and Sarah. Wonderful way to kick off the year with Pavilion. We appreciate all of you also for being here, and yes, to echo Sarah, the recording, just to reiterate the recording and the size will be available before the end of the day. So please keep your eye on the slack channel. I'll make an announcement as soon as those are ready.

and if you can, please take a moment to share your feedback. You can not only just rate the class, but also you can put a personal note. If there's something that you'd like to hear more of, less of or personalize, please share that with us. We will check it out before our next class.

But in the meantime have a wonderful week ahead. Thank you again. Take care, everyone. We will see you next week for class number 2.

Awesome. Right? Thank you. Guys. Happy. Wednesday. Yes, happy. Wednesday. Take care, bye, bye, everyone.

Class 2

text

Hi! Everyone! Welcome! Welcome!

Welcome back! Happy Wednesday. Halfway through another week. So wonderful to see everyone today. I'll give you a moment to get connected to audio.

Hi, everyone welcome back week 2. Thank you for joining us for revenue enablement foundations. I'm thrilled to be here with you today. My name is Allison, and I have my colleague, Mo, here with us today, so please feel free to reach out to us if you have any questions and good morning. Good afternoon, maybe. Good evening. Depending upon where you're calling from. I know. Of course, we have members from all over the globe, so we appreciate you taking time

out of your day to join us. If you are willing and able. Please feel free to turn your cameras on. We'd love to see you today, and as always, we welcome your engagement, so don't hesitate to ask questions, comments. You can either leave them in the zoom, chat, or raise your zoom hand whatever you feel comfortable with, either way, we'd love to hear from you.

But without further ado, let's get right into it. I'm excited to welcome back our in. Excuse me our course. Creator, Sarah Kwan, as well as our instructor, Emily Taylor. I say it right this time. Emily. Okay, good. I'm so sorry, Taylor. That's all right. But, Emily, welcome. Thank you so much for being here. I'll pass it right over to you.

Alright. So. Thanks, everyone. We're excited to have a second course on revenue enablement. What I wanted to talk about a little bit is why we're gonna talk about engagement today. So I kind of wanted to share a little story.

So when I first. So I for those of you that don't remember from last week my background was that I was a sales vp forever. And I spent a little time in enablement, and then I transitioned back over to sales eventually and so a lot of these are the lessons learned from running sales enablement as a sales leader. Right? So like that is my perspective and my lens and so one of the things that was crazy is the beginning of my sales. Enablement career happened to be the first day of sko. And so, you know, for any of you have ever taken a new job. You know that the first 90 days, the first thing you do is look at data. And then look at antidotes right? And figure out what matches. Right? So does the data match the anecdotes. And what was crazy about our enablement? For

this global company was that we discovered that the the scores were really good. But when I started asking the sellers, what do you think about our training. I got a lot of feedback and so like, this is really interesting. And the messages were pretty consistent over and over again, which was our training is fine.

so fine is an interesting word, right? Like those of you that have ever done customer testimonials like it's not normally the word, you wanna you wanna go running towards but over and over I kept hearing. I need it more relevant for my role.

And I need it more entertaining. And that was an interesting point, right like, huh? Why do you need it to be more interesting? And they're like, Well, what's what's happening is that if it's not engaging enough, I stop paying attention right? And you all know this right cause. You've all been sales leaders and or enable. And people, you all know that the attention span is short. And so you're all like sitting here like, do I keep listening to this person, or direct up my phone right now. And so one of the things that we discovered was that

we needed to prioritize engagement hard. And so we actually put a lot of energy and emphasis into engagement. And that was kind of our secret sauce, right? That the scores went up. But more important than the scores going up was that the pipelines went up. And so what we're gonna talk about today is really the importance of making content, relevant, making it memorable, and then giving it a trusted source. And so Emily is kind of the expert in engagement. And so that's why I asked her to teach this session. And so we're excited to share this with you. This is really, this is really that force multiplier. The nice thing about this is, it doesn't matter the size of your enablement staff. It could be 0. It could be 47. It doesn't matter. What matters is that you're gonna prioritize making your content engaging, because that's what gets it sticky. That's what gets it memorable. And that's what gets the pipeline to go up. So with that, I introduce you to Emily. Yeah, hello, everybody. Good morning. Good afternoon. I'm Emily Taylor. I'm Gonna just go ahead and start my slideshow because I have an intro slide that I'm gonna walk you through real quick.

So bear with me. While I figured this out again, I think I forgot to share my screen. So we're already off to a great start.

Okay. okay, are you all able to see the opening slide?

Yes, looks great and

perfect. So this is my presentation on. It's a very succinct title ways to increase engagement, using gamification, humor, peer to peer learning and manager coaching.

So a quick intro on me again. Name is Emily Taylor. I've been in the learning and development space for about 2 decades. At this point. I know you're wondering how I started that directly at birth. But here we are. I have focused on social learning for the last 4 years, and I currently manage a team of learning experience designers. So we create all of the content that's used at our company.

I was born and raised in California spent quite a bit of time in Northern California, currently reside in Southern California. So I tried the East coast for a bit, and no shades of the East coast. But I'm definitely a California girl.

I have 3 cats, 2 kids, or excuse me, 3 kids, 2 cats, and one husband. In no particular order other than I liked the way the numbers flowed.

And I have a passion for baking, reading and container gardening. So container gardening. I used to kill every plant imaginable. I'm amazed that my kids have survived this long. I just didn't have a green thumb at all. And then I found over the last year this a term called container gardening, where you're literally growing things in a pot, and I always figured that if you want to garden. You have to have full-on beds and all that. So it's been a new passion of mine that I'm really enjoying.

So the agenda and I don't know if this is in your way. So let me just gonna leave that is that black bar in, you guys this way. Is it blocking the screen at all. We only see the presentation. Okay, perfect. It blocks it for me. So I just wanted to make sure it wasn't a weird cut for you all.

So I tried to bring kind of a recipe to how we're gonna talk about all of these topics. So I'm gonna go through each one and give you the what is it? Some real life examples? And then why does it matter?

So that's for gamification, humor, peer-to-peer learning, manager coaching, and then just some key takeaways.

So let's jump into gamification.

So there's

to look up the Webster definition. Gamification is the process of adding games or game-like elements to something such as a task so as to encourage participation

in the sales space. Obviously, they're typically very competitive personas and so anywhere that you can bring gamification, bring some kind of a gamified element into enablement. It just entices people to participate to engage with whatever the content is

beyond just watching a video which I mean, I've been in this space for over 20 years at this point, and I still appreciate a gamified learning experience versus just a really passive, you know, Video, that I have to watch

so there's some different types of gamification. I think when people think of gamifying content.

You automatically think like, Oh, I'm making a video game. And that's actually not the most typical way to gamify something. So it can be small things like a goal or a milestone where you're giving them, you know.

you complete this, and you unlock a new level, something like that, you unlock more content. It's really simple. If you take an course really foundational information, you then get access to the next level.

There's also elite status markers. So if you complete this task, you earn some kind of a title or a badge that indicates your proficiency. So people want to, you know, have the badge they can add to a profile or an email and that's another way to kind of gamify. If you complete this, you get this, at least at least status marker.

There's also communal achievement. So if you put your whole group of learners into maybe smaller groups and ask them to work together to complete a specific goal or achieve a specific outcome.

And then there's the education which sounds kind of silly education within education. But if you think of incorporating a quiz, a puzzle, some kind of help, text, tips and tricks that kind of thing as they're completing an overarching task. That's actually a way to gamify your content, too. So there's lots of little things you can do to help bring that gamified element into, you know, typical learning content.

So some examples. If you think of a goal or a milestone, think of like Duolingo. You're unlocking new content upon completion

for elite status markers. That can be an email signature that can be a LinkedIn badge. If you think of a Facebook profile badge if you're on Facebook, but it's really just something that kind of gives them a way to externally represent that they're an expert in whatever the topic is

for communal achievement. Think of like an escape room. Peer to peer learning which I will dive into deeper. Some kind of a learning community. There's actually a really cool. I believe it's nonprofit organization called the Human Library, where you, you know, literally have people that come together and kind of share their stories, and you get to learn about them. So it's this like community learning that we're all doing together.

and then education. If you think if you've ever used Cahoot, that's a great example of it. definitely recommend checking that out. It's a cool program.

So let me give you some of the why does it matter?

When you, gamma find content? It increases engagement with the content. There's higher proficiency statistics, and that's industry known. There's an increase in completion, ratings, confidence scores, and it also can alleviate some of the accessibility issues that enablement can often have. So if you think of things like needing screen readers needing to be aware of color differences. Things like that, like color blindness, or things like that. Gamifying can sometimes alleviate those issues for you. So it really has just a ton of reasons why it's beneficial.

So let me talk you through a real-world example of my own. So we actually had a website that was launching an internal site with over 500 pre-recorded training videos. And we wanted to drive traffic to the site to kick the tires and also get people to consume this content. And they ranged anywhere from personal development all the way. It's like deeply technical information. So it was. You know, the objective was, how do we drive traffic to this site and get people to engage in this array of topics that they get to pick from

we had about 2,800 participants that chose to participate in this gamified experience. Broke them into small teams of about 15, so I'm sure you can imagine that was quite, quite a lot of teams to deal with. And then they met as a small team over the course of 3 weeks that the gamified experience was, your team is earning points. For all of the different content you in you consume, and all of your weekly sessions that you're meeting as a small team.

Each video consumed was worth a certain amount of points. The team that consumes the most wins, you know, some cool, cool prizes.

So it was a way to really get people to kick the tires on the site, consume a ton of content. Give us feedback about that, and also build this community of your meeting with these. You know 15 people. So you've expanded your network.

it was a very interesting experiment. I think anytime you offer a big cash prize. Things can can get a little funky but we analyze the pipeline data over the course of 90 days. After that experience completed and found that participants who consumed 50 or more coi courses which sounds insane, but they were like 30 min courses

had an increase increased. Win rate. Wow! Say that 5 times fast over participants who consumed fewer courses. They moved through sales stages quicker. They closed their deals over a week faster than non participants, and we also, because of the style, this gamification, and this kind of peer collaboration. We saw less than 10% attrition from week, one to week, 3, which is huge for a multi-week program. Typically people will show up on day one and kind of peter out throughout the course of the program. So just tons of of data that supported that this was a really effective program run.

So I'm going to pause really quick. Do we have any questions in the chat, or anybody have a question about gamifying enablement?

You're caught up in the chat, but please feel free if anyone would like to come. Oh, we just had one pop up in the chat from Will. How do you account for sellers who turn on the course and walk away from the screen. It is interactive. So you know, they are actually consuming.

Yeah. So part of gamifying it.

There's always gonna be people that try to, you know, figure out the easy way to do things. But I think when you're giving them kind of the carrot at the end. What is the thing that they're trying

to achieve out of this gamified experience and then also building in? You can't move forward. If there isn't this interactivity, it really does prevent people from just playing a video. And you know, doing their normal work. It it kind of forces them to engage with the content.

Thank you. Yeah.

Great question.

If anyone else has any questions, please feel free to come off on mute, or else we can proceed.

Awesome. Yeah, hey? This is Darren. I have a question so

I don't know. It's not like the asshole on the call.

What's your view, Emily, of using sticks.

So we've got an education curriculum for a particular role. And it's a requirement.

Versus, hey? We'd really like you to do this, you know. Please do it. We're going to make it fun.

I'm just curious your your view on that.

Yeah. So I think any time you can entice someone to do something versus give them a repercussion. It's going to probably be more effective. But I do think that there should still be a consequence, right? If it's mandatory content, there's still a consequence of you not completing it. We're just making it enticing where you want to complete it.

giving them. The caret does not mean there isn't still a repercussion, if it's mandatory content that sort of thing. But I've also experienced doing this for so long that the more your audience starts to understand how enticing, and how fun and exciting and sticky this content is, and then also that there's a measured business impact. It will help them increase pipeline or get their deal moved faster. That sort of thing. As you start to build that recognition.

people even more want to participate. So I've had it where you know the first couple of programs where, like

desperately trying to get people excited about it, and after doing it over the course of a year. By the end of that year I have wait. Lists for all of our upcoming content, and people are desperate to like know when the next one is coming, and how they get signed up? And is there like early entry? If I participated in the last one? So it takes a little bit of time to get that type of excitement. But when you offer a prize of some sort, and it actually doesn't have to be monetary at all.

Then people are like, Oh, not only is this gonna be interesting, but like there's there's something tangible I can get out of it. So I'm not against a repercussion. I just think if you can steer more towards giving them that incentive business impact, personal development, all of those kind of things. It tends to be more powerful.

Well, we're gonna cover this on week 4. But we have kind of a framework that we've developed. That is really the division of content. So, and the the mental model that I use is I have to. I want to, and I get to. And so there is a subset of content that you have to take onboarding content.

You know things that are

messaging, and that really falls in that I have to category.

In the I want to. Category is all the things that you're learning, because it helps you sell more because it's fun, because it's engaging, because it helps you connect with your peers because your manager believes it. And Emily's really talking about the I want to category. And then the last category is like

I get to. And we're gonna talk about using education as a reward. But they're like leadership courses. Or I see to manage your courses that people really value. And they they actually are excited, and they feel like they get to take those or, you know, an executive meeting. Can be

served as a reward that it's like educational rewarded leadership. So if you use that as a mental model of I have to, I want to, and I get to. You can kind of bucketize your content into those 3 categories, and then

carrots and sticks accordingly. Right

th th th th th. I like that a lot. Thank you.

Excellent.

awesome. Yeah, thank you, sir.

Okay, let's move forward into using humor and learning. So this one is near and dear to my heart. I love all things funny. I feel like life is life, but if you can laugh your way through it, it's it's just a better life.

So when and how, or excuse me, why and how to use humor. So why should you use humor in content, and also kind of what's that line of like

content shouldn't be a joke right? It's very important information. But how do we make it? A little bit easier to digest and more relatable?

So why would you use it? Content's more memorable. It's shared more often. So think of like a viral video. We've actually had enablement content that has turned viral within within the space. It's more relatable, I think, if you can kind of bring content to a common ground, people can see themselves in it or with it, or using it? And so that definitely helps

and it allows you to make a point point more quickly than with bland content. So you know, you can just say whatever the sentences. But if you can get there with a joke, with humor, with something relatable, people people get it faster.

There's some important things to point out. If you're ever using humor or if you're instructing anybody in your team to use humor. There's some do and don'ts that you kind of wanna be careful with. So do always open with funny story. I think that that really helps include a joke. So when I was in fourth grade, my teacher at that time, Mr. Harrison, had told me that, you know, open with a joke for your essay, and it really grabs, grabs the reader.

and it stuck with me that if you can kind of level set with some humor, people tend to just drop their shoulders and relax, and they're willing to listen to what you have to say may not agree with it, but they're definitely open.

So I love open with a joke.

Cite a funny anecdote. Make a funny comparison. Some. Don't be really careful with regional references, because a joke that lands really well in, you know, a Us. Audience may not land as well in another country.

you obviously don't wanna tell anything overly personal. This is still a professional environment.

You wanna be really careful not to say something offensive off color, inappropriate for your audience. Obviously, don't make any jokes at someone's expense that kind of thing. And don't lose your point within your funny reference. So it's really important to kind of you're weaving humor into the enablement. But you're never forgetting, like there are some north star points we're trying to make. And it all needs to kind of tie back into that

so we're gonna break this up a bit by watching an example. So I will. If someone can just let me know if you guys hear the audio. Yeah, it's okay.

So in college.

I was a government major, which means I had to write a lot of papers. Now, when a normal student writes a paper. They might spread the work out a little like this. So you know.

get started, maybe a little slowly, but you get enough done in the first week that with some heavier days later on, everything gets done, things taste civil.

And I would want to do that like that. That would be the plan. I would I would have it all ready to go, but then, then, actually, the paper would would come along, and then I would kind of do this. and that would happen every single paper. But then came my 90 page, senior thesis, a paper you're supposed to spend a year on. I knew for a paper like that. My normal workflow was not an option. It was way too big a project. So I planned things out, and I decided it kind of had to go something like this.

This is how the year would go, so I'd start off light. and I'd bump it up in the middle months. and then at the end I would kick it up into high gear just like a little staircase. How hard could it be? Just walk up the stairs.

No big deal right.

But then funniest thing happened those first few months. They came and went, and I couldn't quite do stuff. So we had an awesome new revised plan. And then but then those middle months actually went by. and I didn't really write words. And so we were here. And then 2 months turned into one month, which turned into 2 weeks, and one day I woke up

with 3 days, until the deadline still not having written a word, and so I did the only thing I could. I wrote 90 pages over 72 h, pulling not one, but 2. All nighters. Humans are not supposed to pull 2 all nighters

sprinted across Campus Dove in slow motion and got it in just at the deadline, and I thought that was the end of everything. But a week later I get a call. It's the school.

And they say, Is this Tim Urban? And I say, Yeah, and they say, we need to talk about your thesis. And I say, Okay. and they say it's the best one we've ever seen that did not happen.

Okay, so that was a quick, 2 min blurb. Imagine if the rest of his presentation was about ways to alleviate procrastination and set up systems on. You know how to plan things better in watching just that 2 min. I don't know about you, but I was hooked. I was like, yes, whatever he has to talk about, I'm at least open to. So I think it's a great example of how you can bring in this kind of humorous, funny story. It's relatable. We've all been there and then launch into what your actual topics are.

There's a really easy way to make content relatable. Where then, the the audience is like hooked? They're in it. Tell me what you have to say. I'm super open to your idea. As so let's move forward a little bit. So why does it matter? I'm going to give you 2 different real-world scenarios.

The first was I needed to create a series of training videos that were deeply technical, and they were so dry it. The information was a user manual set to, you know, music. They were meant for a non technical audience. So I needed a way to kind of boil down that information into a way that a non-technical audience would understand. They would relate to. They would, you know, remember, and and carry forward.

I created a mascot. That would be the star of each video. And it was, you know, this kind of funny mascot that related to the content.

Each video they would go on a short adventure. The audience was able to view the technical content through this funny and relatable mascot that, you know, took them on this journey, and it really resonated with this nontechnical audience.

That the results of that, the series of content actually had the higher, highest viewer consumption and ratings of any of our content for the year. And it's actually still referenced and mentioned.

referenced and mentioned nearly 4 years later. So it was able to kind of get people to drop their shoulders, to be receptive to the information and deliver this deeply technical content in a way that the audience could really digest and enjoy.

If we tested that same video against a technical audience, they may not love it as much, or they may not find as much value because they're used to that deep, deeply technical information. So you always wanna measure you know, how are we doing this humorous enablement versus what's the audience and what's appropriate for them?

So the second example is actually, when I introduced myself I mentioned my love for container gardening, and I don't know. I'm hoping that. my short story on. You know how I learned to garden by container gardening. You now

going forward. They know that that term exists, and that it's the thing and you can use it hopefully on some kind of a random trivia night. But it allowed me to give you this new information in a way that felt normal. It felt natural. Hopefully. You laughed a little bit, maybe at me or at the story. But it able. It allowed the information to resonate a little bit better.

So any questions before we jump into peer to peer learning about using humor and content.

We are caught up in the chat, but, like I said, please feel if you come off on mute, or raise your hand if you'd like to ask a question.

Okay, you're good to go.

So now we're gonna talk about peer to peer learning, which is probably my most favorite out of all of these topics. I think, in especially having gone through the pandemic. And this kind of hybrid model of people not all being in the same office anymore or spread across multiple offices. And so we're in this like virtual environment.

people crave connection as humans, we crave connection, we crave community and also want to learn stuff. So this modality brings those 2 together, learning something, building your network, creating a community, having that kind of friendly face in the lunchroom, so to, so to speak. So let's jump right in.

So what is peer to peer learning, or p to p

the definition of it is peer to peer. Learning is an educational practice. Where learners learn from and with each other, it fosters collaboration, communication and problem solving skills. While also allowing knowledge and skill exchange in a relaxed, informal environment. So it's very fancy way of saying you're bringing people together. You're getting them to relate to one another and find a common ground, and then also learn something together.

So there's a couple different types of peer to peer learning or ways that you can kind of structured that. So you can have small team discussions where you're bringing a group of peers peers together. And you're giving them discussion prompts questions, things that they can share their perspective. Because I think, as humans, we also like to let people know what our perspective is and kind of share our wisdom, share our experience, share our, you know, war stories in the trenches. All of that.

One tip for this type of discussion is ensure there's time for most people to share their perspective. So you know, if you're if you only have a 15 min chunk of time that you're trying to give people information. This is probably not the right right modality. But if you have an hour, if you have multiple weeks, and you want to do kind of like the the lunch and learn type things. This is a really good one.

There's also group hands on activities. So if you bring a group of peers peers together, you give them an activity to complete as a team, it automatically will. Typically foster some kind of connection as a community. We're all working for the same common goal.

The gotcha with this one is that you wanna ensure that everyone on the team has an active role to play. Otherwise, we've all done a group assignment. And you typically have, like the leader, the person who's like, yes, we're gonna do it. And then the rest are like, Hey, I'm busy. You guys just let me know what you need from me. So really structuring it so that everybody has an active role to play is how to make this type of peer to peer learning successful.

There's also just experience sharing, which is similar to small team discussions. But it's much more personal. I'm offering my own, you know, deeply personal perspective of that. So you're creating a space for everyone participating is able to offer their perspective and prior experience. I recommend discussion prompts kind of guardrails on what we are. Gonna talk about in this group. But it's making sure that

it's it's a safe space, a psychologically safe space to be vulnerable, to ask questions. So how do you foster that?

And then it's also important to remember that not everybody is comfortable sharing. So with this one. If it's something you want to do for your teams for your organization, make sure that you're offering an option for folks that aren't comfortable, or they're more introverted, or they're just not somebody who likes to share, you know, information in the workplace. So it's it's a a good way to foster community. You just wanna be careful that there are different types of people that will be participating

and then the last one is guided role shadowing. So something, I think, is that's really effective is giving people the opportunity to walk a mile in someone else's shoes. So it can be role shadowing. It can be

trying to think what the other options are. Basically, you're bringing 2 people together and and giving them a chance to kind of experience the other person's world. Because I think if you can build that empathy of like, hey, I know what your struggles are, what your motivators are, what's important to you. Where the like cliffs are that I can't, you know, jump off that sort of thing. It helps to. Then

in, you know, every other interaction. You can see stuff from their perspective where sometimes, you know, team A just doesn't understand the struggle of Team B. And so how do you get them to do that? You let them shadow each other and see like this is what my world looks like. So now, as you're over in your home space, you know, like, Hey, I spent a minute in that world, and this is what it felt like. And this is what would be important to them.

The most important gotcha with this type of a modality or activity is that you wanna make sure that there's some kind of a framework that's governing that. So are there specific things they're supposed to share? Are there specific interactions or activities? They want them to highlight,

give them something that they should focus on versus. I don't know. Just go like, see what they do. No, give them like. Show me what a customer call looks like.

Show me what a specific report looks like things like that, so that there's some structure to that interaction. And it's not just awkward. And then also make sure that you know no sensitive data shared

all of that kind of stuff.

So we're gonna do. Oh, yep, let me go back. One question, I mean.

on the experience sharing you're sort of highlight a little bit before with the jokes I my role. I deal a lot with people in

multiple countries and multiple cultures, also speaking English as a second language. And so guardrails and come prepared to share. This has been the best

tool that I've been able to use to get the

uncomfortable people sharing, particularly when you combine them with more extroverted americans always say in us. And so any other tips to get contributions from from those kinds of audiences. Would be appreciated.

Yeah, great great question. So language is definitely a barrier. Cultural differences can be a barrier. So I think, if it's ever possible to offer something in local language. Maybe it's you know printed discussion points or instructions. That kind of thing that you can send out ahead of time in local language. So that everybody is able to come to it with the same understanding. And they've had a minute to kind of prepare their thoughts.

I think that's key. If you can make sure that the audience is diverse where maybe there's a couple of people from each region or each sector, so that there's, you know. more people with a common language.

I think, if possible. So one of the cool things about peer to peer, and one of the most impactful is having a really diverse audience. So how do you bring comfort in that? That diversity is, you know, giving them a common set of questions, giving them a common prompt that they know ahead of time.

really just giving people a minute to prepare, because even if you don't have a language barrier, they may just be the type of personality that wants to like, digest, and gather their thoughts. So I think advanced preparation is probably your most valuable form of prep for them.

Thank you. Yeah. I've also offered. This is a live discussion. But if you're more comfortable, just kind of sharing, or maybe listening or entering your response in chat sometimes that can be helpful. So really setting the expectation that, like

we would love for you to to be a part of it, we would love for you to come and listen and participate as much as you're comfortable. If that means you would rather, you know, not share anything, and just kind of be, you know, an internal cheerleader and a listener that's still powerful. If you're more comfortable entering something in chat or entering it, you know, in some kind of a

slack channel, or like some written form afterwards giving people options on how they can participate, because not everybody is, you know comfortable to come on. Camera. Ask a live question. I think that's also a really good key.

Great question.

Anything else before I move on.

Alright.

So just to kind of drive home what peer-to-peer looks and feels like. So I won't make you guys read this. I know you probably just picked up your phone to check something else.

Let's say we were teaching about the series the office you could give everybody this level of information. It's available on the Internet. It's, you know, a breakdown of what the office is. When was it on TV? Who are the people involved? All of that kind of thing people can read through this, and they'll probably walk away with some information about the office.

Imagine, if you structured it like this, though, hang on close captioning transcript. We'll just say, okay, imagine if you structured it like this. So you talked about the office. Maybe you gave them that level of detail from the prior slide ahead of time. So everybody had a bit of a foundation of information if they weren't already familiar with the office.

But then you brought everybody together, all your learners. And you said, Let's talk about these questions as a group. I'm gonna divide you into pairs or into small teams. And you guys as a group are gonna talk through these very relatable questions, you know, did you enjoy watching it? Did you start watching it when it was on air or when it moved to syndication? What character had the greatest impact? What character was your least favorite? Do you think they should do a reboot.

It's a way to still get information about that series, but it in a completely different perspective.

And it's something that's relatable. So that could be, you know, a product or a service that your company offers, that you want everybody to kind of talk about. That could be

workplace culture. There's, you know any topic peer to peer can be used to to talk about anything. I always say you can use the peer to peer modality to talk about. You know the office, or you can talk about something deeply technical, and it's still as impactful because

people will take away. Oh, I remember that you know this person, said XY. Or Z, and that will stick with them. One of the most common questions I get is that if you're structuring it like this. How do you have control over what's being said? How do you know that the information that's being shared is what you actually want to be shared. And it's not just, you know.

bad information now being cascaded broadly. So when you have these peer-to-peer interactions, if there's true learning, specific learning that needs to come out of it. Messaging specific tools that need to be used. That sort of thing I do recommend having a framework where

the discussion prompts, maybe have kind of a recap of like. Here's what you could have discussed. Here's what the gold standard is. Here are some resources to learn more so, making sure that it's not just completely casual that there still is some learning kind of packaged around this modality is really important.

So why does peer to peer matter. There's an increased retention of content. There's the opportunity to expand your network of peers.

There's an increased sense of collaboration and support, and I know it's really important, especially, you know, today, with this virtual environment that we're building that community, even though we don't necessarily all sit in the same office.

there's an opportunity for material enrichment by including diverse perspectives and backgrounds. So I think that we often think that our own perspective or experiences are the perspective or experiences, and sometimes it has. It takes having somebody else that thinks completely different, or sees the world really different from you. To enrich what your own perspective is. I have a 17 year old who

is night and day for me. She and I are just oil and water sometimes, and what I really appreciate about her is that she sees the world very differently than me, and although that could be difficult to parent at times, it actually opens my eyes to looking at things from a different perspective, looking at interactions, looking at responses like, oh, not everybody thinks and feels the same way I do. So I wanna make sure I know that perspective. And this is a great way to foster that it also is a great way to develop social leadership and presentation skills. So what I typically recommend when you're having a peer to peer, experience is that you designate somebody within the group as kind of the leader, and they're tasked with, you know, if you have to schedule calls, if they're somebody that's kind of leading them through a series of activities. They're making sure that things are staying on time. So somebody's kind of leading this effort, even though they're just a volunteer from the population of learners.

But it's a good opportunity to give somebody who's looking for a way to have more visibility or practice their presentation skills or their leadership skill skills. Or just you know, they're an introvert who's trying to kind of come out of their shell, and they would love an opportunity to like be more social. So there's also a way to kind of have sub lessons, or sub practice opportunities within these experiences.

So to talk about business impact. Let's look at a real world, real world example. I used that so many times, and it is so hard to say so if you think back to that story about the mascot and the series of content. There was a second piece to that enablement, and it was actually a peer to peer experience. So what we did is we took this group of sellers, gave them a link to all the videos. Let them watch that. And then, after they were done, said, Hey.

do you want a chance to talk about all of that with some of your peers? Other people that care about this particular service? They were able to sign up. It was just a pilot, so we kept it at about 200 participants, took those 200 people and divided them into small teams of 10 had them meet once a week over the course of a month, and each week they had different discussion, prompts and hands on activities

all based around that service that we were covering in the technical videos.

Each person who attended one points for their team like participation points. Each week they had a deliverable. So as they turned, those in the team won points and each team competed against the other teams in the program to see who had the most points, and we were able to offer a prize that tied back to the service that we were talking about.

So, after analyzing pipeline data for 90 days after this experience ended, we found that people who participated in the program and watch the video series were 80% more likely to close their opportunity than sellers who didn't participate in any of that program.

and 22% higher than sellers who only watch the video. So it is a very effective modality. People love it. This is one where I have a wait list of people who want the next one.

Some kind of side benefits of this, you know. Collaboration where? I've had teams that have written white papers, blog posts. I have a team who participated actually in this particular experience that continued to meet, I think, quarterly or monthly for over a year after the program ended, because they just found so much value in this little network that they had created.

I have teams that were all virtual that decided to meet in their hub location and like come into the office to specifically get to sit down with these people and like talk more. So it's a very, very impactful type of learning

any questions on peer to peer before I move on. Yeah, this is one. How did you tie it back to the sellers? So they saw that this actually enriched their pipelines and then enrich. You know what they were doing in their business.

Yeah. So we socialize all of our statistics after our program wraps. And Sarah, I'm sorry. Were you gonna talk? Did I cut you off?

Nope, Nope, okay, perfect. So we advertise. Once we do these studies, we let people know what the you know outcome of them are, so that they're that enticed for the next time we share all of this with leadership. For these programs where the teams were gamified, we were able to build leader boards so that, you know, leadership and management could see what teams and who's on them and kind of where they're ranking and what they're doing.

We've done highlight videos where past participants talk about their experience and how it then helps them moving forward. So it's kind of a hype video for socializing these types of programs. So there's lots of ways to bring all of that learning, both the business impact and just the social aspect of it forward so that you can kind of get it out to the rest of your audience.

Thank you.

Any other questions.

Okay, then we'll move on to the last topic that I'm gonna cover. And this one's gonna be a little bit shorter than the rest. So let's talk about manager coaching, and I'm looking at manager coaching from the perspective of if you want to train your audience, your salesforce, whichever the audience is, how do you reinforce that? And what you do is you reinforce it with management management, saying that this is important. You should pay attention to this. This is a priority, for you make time, you know. I think if you can have amazing content. And if the manager isn't supportive of that content being consumed, and that it's valuable.

Nobody's gonna take it. Because even with that there are some people who don't see the value in taking it. So your best bet to get content into the hands and get them to pay attention is by having management reinforce it.

So I have a quote that I like in the past. A leader was a boss. Today's leaders must be partners with their people. They can no longer lead solely based on positional power. So you really want them to say like, Hey, I took this, and it was really cool. And here's what I learned, or here's how I used it. So how do you coach managers to do that?

Everybody's busy manages especially

so I think if you can give them advance information when you're creating content. Get kind of a managers, kit or a manager hub so that they have you know what is the content? What's the value of the content. How long is it gonna take? What is it gonna look like for their team? They can then, you know.

socialize it with their their audience. And I think if you get the manager to buy in, the team will buy in

I think you also want to inspire them and hold them accountable and give them the tools to do that for their team, so give them everything they need to emphasize the value of the content. And also give them some ideas on how they can drive consumption within their teams. Give them some kind of a

program, gamify it. Give them something so that they know how they should be messaging this. It could even be. You know, we've done communication packages where it's like you literally have to copy and paste this into an email or into a you know team message and send it to your teams. Give them all the tools so that they understand the value, and they can very quickly and easily convey that value to their teams. Whether that's a large team, or you know, frontline manager team.

Give them ways to reinforce the content. So they managers that I typically talk to crave away, to reinforce content. But they wanna do that quickly, easily, succinctly. So build out a 30, 60, 90 day plan for managers like, hey? Okay, they're gonna take the content. Here's what you should do or how you should check in at these different points. This is what your you know employees should know at these different points, or here's way that you ways that you can prove that they're getting it

all along, so give them a very prescriptive reinforcement path.

And then also give them a way to report out on it. Give them metrics and tools to report on the value of this. So they, I'm sure you all are very well aware we all need to show value for the time spent doing whatever the task is especially learning. So build in success measures and reporting options so they can provide that data to their leadership and prove that, like our team, may have spent

3 h over the course of a month on this enablement package. But here's what that equaled.

Here's how we can look at pipeline data. Here's how we can show. You know, behavioral changes give them that so that they don't have to think about it on their own

and there's a lot of different ways that you can show value for training. There's obviously pipeline data and business impact data. But there's also also also confident scores. So you give somebody a test at the beginning and say simply, on a scale of one to 5, how confident are you about?

X topic, whatever you're gonna be covering? And then you put them through the program. And at the end you say, Well, now, how confident are you? What's your score? And I guarantee you it most likely will have gone up, especially with some of these really effective modalities.

You can also check, you know. Satisfaction. Did you like the content? You can look at completion ratings, hey? 100% of our people took this. You can look at performance ratings. So how fast did they do something? What was the behavioral change? And are they doing that better?

So lots of different ways that you can report out on content. That's being consumed.

So, looking at time, I'm just about there. On the last slide just 1,000 emphasis on the toolkit and scripting everything out. Everything we do that works really well is it's all literally written out and copy and paste and works with social media posts as well as internal management. So day one day, for you know everything is set up and done, and you get much better.

you know, adherence and result. One thing you didn't mention in your reporting metrics and tools is assessments. You talked about self reported skills. How do you feel about assessments to verify that the skill of the topic was learned.

Yeah, great question. So I didn't include assessments, because assessments can be tricky. So it's kind of the standard way that you test for knowledge, right? But there's so much information available today on people that may know the information. But they're just bad test takers, or they

have, you know, some kind of an accommodation that needs to be made. And so, while I think there's absolutely a purpose to assessments, and I think they can be really valuable. You also have to be aware that there's this like

Gotcha to it, where it may not give you an accurate reporting of somebody's understanding of something. So I think that's valuable and important. But I think if you also can look at some of the other indicators. That may be more organic. Because there are, you know, people who just don't test well, or people who can memorize a test, but not the information. So I think it.

It's it's powerful. But I think there's other ways. You can also look at it to get kind of a more holistic picture of our people? Actually changing behaviors based on this information.

Yeah, I still think it should be one of the inputs and evaluating because I think for that. I mean, I think there's a percentage of people that

you know avoid the assessment to to validate that they've learned the the skill or the knowledge.

Yeah, absolutely. There is a time and a place for an assessment 100. If it's really critical information, it doesn't even necessarily need to happen directly after the content consumed or the program wraps. It can be something on the 30, 60, 90 Day Plan, where you kind of give them that assessment a little bit further out to see one? Have they had a minute to digest and retain the information? Are they actually putting these behavioral changes practice? Or is it, just like, okay, check the box. I did the training. I'm good now. So I think there's definitely a time and a place to to include a more formal assessment 30 days out, 90 days out. 180 days out of of a topic that was.

and

that was taught 6 months before, and we found a lot of success on that, and we found a lot of success on people going back and re-engaging with our original content.

After not doing well on the assessment. 6 months out. So that seemed to be a good trick as well to kind of punch home incremental.

Great question.

So with the last couple of minutes I will give you a couple of key takeaways. So with gamification, I've

bucketed it into our different topics with gamification. Think of what would motivate your audience and what behaviors you wanna achieve when thinking about how to effectively gamify your program. So really understand some audiences. It's, you know, there's certain ways you wanna gamify. So if it's a very reserved audience, having a gamification where it's very loud and extroverted may not be the right way to do it. Maybe you have something more subtle puzzles. quizzes that kind of thing.

And then also, gamification can be added into any training modality. You. It doesn't have to be a massive, you know, video game style gamification. It can be a little stuff along the way.

For humor and learning. Humor can be very powerful in learning, can be a very powerful tool. It can be a great, a great equalizer between roles, 10 years and backgrounds. But just be careful when you use it. Consider your audience what type of content needs to be covered, and what references you're making, just to make sure that it's not off putting to anybody.

With peer to peer learning. It's a very powerful modality, especially in today's virtual world creating a a program with diverse perspectives and backgrounds can enhance your content far more than passive content where you're just like watching a thing. So really see, how can you

bring some kind of that peer to peer learning where we're all in this together, and we're building a community while we're learning whatever the topic is.

For manager coaching time is precious. So create content. That is high impact. It's bite size, and it contains real world practical info

And then the learning doesn't need to stop when the course is complete. So create ways for managers to reinforce that learning over time which will only bring value to your content and to people seeing its importance.

So with that I will thank you all for the time. Today I'll see if there's any other questions. Anything else you would like me to dive deeper on

just one quick question. What Lms, tool do you recommend? Oh, that is the perfect lead in for next week's topic. And so next week's topic will be on tools. It will be on Kpis. It will be on measurements. We will not make a recommendation on Lms tools. That actually was one of my original call outs on our not to do list.

But we will talk a little bit about the types of tools you can use and kind of what we you know, what we're seeing, right? So Lrs's Lms is, etc. So next week will be tools and measurement. And then the last week is gonna be on culture and how to create culture and fuse culture that I have to. I want to. I get to. We'll come back up and then a lot of creating cultural tenants how to bring your teams together. So that will come into place as well.

So those are the next 2 weeks.

Excellent. Thank you. Everyone, Emily, that was wonderful. We appreciate this fantastic content. I think everyone has action items they can put into place right away after today. And yes to echo Sarah. We will see you in one week from today to discuss tools and measurement. Looking forward to it, I did share the feedback survey in the Zoom chat. So if you could, please take a moment it is completely anonymous. Not only can you score, but you can also leave some comments, so please feel

feel free. If there's something you'd like to hear more about in the second half of this course, and as always, we appreciate you taking time out of your day for being here, those of you watching the recording. Thank you for watching. Have a fantastic week ahead. Everyone take care, as always, feel free to reach out with any questions. We're happy to help.

Thank you again, Emily and Sarah see you next week.

Bye, everyone take care. Thank you. Thank you. Bye, bye.

Class 3

text

Hello, everyone! Welcome!

Welcome back week! 3 fantastic to see all of you to day.

I'll give you a moment to get connected to audio.

Excellent! All right. Class 3 of revenue enablement foundations for scaling teams. Thank you for joining us today as always, we truly appreciate you taking time out of your busy day for those of you that are here live, and of course we'll have a a full flow of members watching the recording as well. So, Hi, and welcome to you as well

today. We would love to hear from you if you have questions, comments, even if it's related to the previous content. We are welcoming your engagement, so please feel free to drop a

message in the chat, or to raise your zoom hand. Of course we will take pause breaks for questions.

So without further ado, I'm happy to welcome Kristin McMullen. We will be discussing teams and measurement, and of course we have Miss Sarah Kwan with us today as well. Our course, Creator. So welcome, both of you. Thank you so much for joining us. I will pass it over to you. Great thanks. So much for having me good morning. Good afternoon. Good evening to everyone. My name is Kristen McMullen, and let me go ahead and share my screen. So we can kick things off today.

welcome welcome. So today, we're gonna talk about a really really important thing in enablement, which is measurement. And it's really important for a variety of reasons. But it's all about in a support role, justifying and showing our impact to make sure that it's well known well recognized and and really tells the story about our profession, who we are and what we do, and why so just really quickly about me. I would love to connect with you on LinkedIn. Always love to network and say hello to others. I am the senior director of revenue, enablement, and learning and development at Github. For those of you who are familiar with that I lead a team of about 25 enablement and learning professionals over there.

One thing that I'm really passionate about. I started as a journalist moved into sales and then into enablement.

And I'm really passionate about supporting women in in tech and in their careers. So I am on the global board of Women and sales enablement. It's a group that gets women together to talk about the profession, to relate, to connect in an authentic environment really passionate about that. I would encourage you to get involved. We also have ally events as well. So please know that

all are welcome to to be in it with us. On a side note just a side. Hustle, my friend Andy and I started a women's Retreat business 2 years ago. We're really passionate about re bringing women together in beautiful environments, having a good time adventuring, but also doing some soul love. And so we do some fun. Kind of Brene brown inspired workshops. So again, shameless plug, if you're into that type of thing would love to have you. We have one in Maine and Seattle later this year.

and last, but definitely, not least, I welcome the baby girl last summer. So that's just a picture of of my family, and really grateful to to have that, and also to authentically be challenged with trying to be a mom and a leader and an enablement professional all at the same time. So anyone has any advice on how you've figured it out would love to hear from you.

Alright, let's dive into today. So what's our plan? So we're gonna start with time and value, because before we even get to measurement. We've gotta consider where we're spending our time and why that matters. Then I'm gonna share with you my secret sauce that I came up with. It's a 5 step process to building strategic, measurable enablement. How the heck do we do that? So we're gonna talk about that.

We're gonna get into micro Kpis. It's a LinkedIn article I wrote a few years ago, if you wanna check it out. But how do we measure our impact and enablement and the mistakes I've made. So I'll share more about that today.

And last, but not least, tools. There are many different tools out there. So what are some options for you to help automate or semi automate? How you go about measuring your impact.

So that's the game plan for today. I would love to get some engagement going, so if something resonates with you, feel free to shake your head, to put a little, you know, celebrate emoji in the zoom. Feel free to ask questions, please. I just really am energized by. If this is impacting you, or if it's not, you could also just give me a thumbs down and we can move on. Alright. So let's just start with time versus value.

I actually had a friend who may or may not be on this call. Once talk me through this. And I just thought it was a really impactful analogy of of time and value. So water!

What does water mean to you?

A simple question. But we all need water to survive.

But right now, when you're saying that you're like, Yeah, it's water. I'm grateful, I have it. I've got it in my house.

But what if you were in a desert?

What if you were thirsty? What if your water broke. I don't know if anyone's had their pipes freeze. I hope not in the last few weeks, with all the cold weather. But what did you do? Did you panic about water

water

in the value of water matters based on the environment that we're in. So for in a desert that water becomes so so much more valuable. And this is related to enablement. Because where do our leaders need us? Where do they need us invested, and how do we become the water in the desert versus the water that's always available. And that's kind of the theme of today is giving that some thought.

So this is actually a model that I rolled out for my teams at Github. Based on a lot of lessons learned. And we do this scrappily. No, I don't have people on my team track their time. But I have them kind of estimate where their time spent, and they actually share that in a Qbr. With the leaders that they support every quarter. So this came from a lesson learned for me.

when I was at an organization called Intuit, that you might be familiar with. I actually shared with the leadership in my Qbr. Where I was spending my time and enablement, and I kind of did it just to be helpful just to have them be aware of where where that was going, and I'll never forget the reaction, because the leaders had a very strong reaction to where I spent my time. They said, Why did you spend it there? Gosh! You spent all of that time on that initiative.

and it was just really revealing an eye-opening to me

that they weren't aware of where I was spending my time. They would have prioritized and preferred that it was spent elsewhere. And also they were like, Hey, why did that take so long?

And I was able to walk them through all the steps that I took that, you know, went to that effort, and it was just a wake up call and really helpful to say, What if our leaders knew where we spent our time.

Would that change from one of the biggest challenge in enablement being reactive? Would that change the way we we go about enablement from reactive to proactive if we told our leaders, hey, here's the 50 things you asked of me this week, or people asked me this week. That's why I'm just running around like a firefighter.

or would you prefer that? I do like these 5 reactive things? Every week I save some capacity for a firearm that might come. But in general, I'm gonna take a programmatic approach. I'm gonna build things that matter and value. Would you rather have me spending my time there, cause that's really where I can add value for your organization.

And then what I also do is I allocate a little bit of time for run. The business enablement is what I call it, and what that means is that can be things like representing product launches to your organization. Doing ad hoc, coaching, sessions.

helping with onboarding. You might even have to run on onboarding, depending on the size of your enablement team. Sending out weekly communications weekly bulletins if you do things like that that way in this model. You've got time for reactionary, like random things that come up. You've got time for run the business, which is a really important part of enablement. But those 2 areas aren't taking over your life and aren't taking over all your time because you've gotta have time save for programmatic enablement to do it.

So what I'd recommend is if you're still given this a try first up. If you see something that works, share it back because we're all still learning. But the second piece is.

show these leaders where you're spending your time, literally map out like everything you did. and have a dialogue with them in your next chat, because I bet you it's gonna be really eye opening, and they're gonna be like Whoa, thank you for sharing. Wish I had known this earlier and yes, let me help you get a ratio that's more appropriate where you can add more value. any questions, reactions to that is this resonated with anyone.

yeah, hey, Kristen? Yeah, I was just good to see it. I was curious in that a lot of times we get so caught up. I agree with Jessica. 10 reactionaries, phenomenal.

Because our history and enablement is reacting, putting out fires right? Doing? What's the next flame? So that's amazing so awesome there and running the business. I'm curious. How often do you step back and really look at strategy and maybe cross functionally check in with the leadership, and it sounds like you do that a good bit. But that word does it come up? And is there a shift, or do you kind of set that for the year?

Yeah. And hey, by the way, good to see you. So reaction 10%. That's ideal state. If I'm being honest, we're probably 15 to 20. There might be something that comes up. That's a major issue where it becomes 30. But can you go back to your leaders and say, Hey, this month this thing that happened, this, hey? It was important. We decided it was important, but it did derail a whole week of progress on this other thing. So I think just that ongoing dialogue right? So that they can be aware on the run run. The business piece. I think that's a super impactful kind of point in question.

you know it. A variety of things there. But I think.

defining what run the business is for organization. So what? This is actually what my team came up with which I loved, they said, let's create a menu of what run the business can be. It could be ad hoc coaching. It could be. We've got a big onboarding cohort. It could be this or that pick from this menu leader. What 3 run the business things you want me to prioritize this month. and this is the menu. So if we're picking these 3, the the other. We're not doing those. But that's kind of an exercise that someone on my team came up with that was impactful to to prioritize those. The other pieces like we run a weekly call with all of our revenue organization, and we got some feedback from the Vp of customer success. He's like, Hey, this is just way, too much information, and we knew it. We were like trying to throw everything we could in there. That was important.

But we took a step back, and we revamped it recently, and we do the top 3 things of the week still very imperfect, but a much better more organized, impactful, you know way of going about it. So I think with the run, the business, too. It's like, how do you revisit

and get some feedback on what you are doing and and just continue to improve. But it's progress over perfection and constant learnings, which is why I love enablement, but also why it's such a challenge.

so I don't know if that's helpful, or if you have any thoughts, it is, I'd I'd love to see your list of what kind of over the

course of your different enablement roles. You've seen as kind of the top 10 that you have. Folks move and pivot, especially as we've shifted from sales to revenue enablement and included additional teams. That list grows right?

Yeah, yeah, it does. Yeah, I'm just thinking about how that list is front. That's very inspiring.

Yeah, I'll follow up with you on that. I love that idea, and that would be a great crowd sharing like, what else would you put on this. Thanks for that.

Any other thoughts reactions to this before we go forward

again. This is ideal state, this. This doesn't have to be 63, 10 for you it can be something a little different. But the point is, having the conversation with the leader mapping out where to spend your time and getting alignment support on that and making sure you save enough time for the programmatic, really awesome stuff that we're gonna talk about today.

All right.

So so where? Let's talk about the programmatic piece, and how that fits in. And what does that look like? So this is actually inspired. I had a former leader who I worked for. That was a consultant before he did enablement, and he had a step. He had a process that he took to build consulting initiatives with clients, and he recommended that I take a similar approach for enablement. And he showed me his model, and I was like, I love that, and I tried to make make it my own. So this is

this is what I'm putting out there today. But again, make it your own that has really really helped me and helped my teams

figure out if we're building something that is going to be measurable.

So it's a 5 step process, and it's really again depending on your background. If you've been a journalist, if you've been a consultant, if you've been a salesperson, some of these areas might resonate with you already. You start with observation.

So you're getting with your leaders. You're saying, Hey, I'm gonna take some time to spend with your teams. I'm gonna shadow their sales calls their customer success calls. I'm gonna do some interviews where I ask them the same set of questions. I'm gonna quantify what's going on in your organization? And is it okay? If I share back with you my insights and what I'm finding could be key gaps, your goal of that exercise. Every quarter

is to uncover what's going on in the organization, and where you believe you can add value and add impact. What are the top problems. Also, can you solve those? I've definitely picked problems before where it's like, okay, that's definitely a Rev. Ops thing. I can influence it. But this is something that I can solve. This problem is something that I can really help with.

So once you've gone through that observation phase, you're gonna go back to that leader. And you're gonna say, Hey, did the exercise really did some analysis across your organization?

Here's my top 3 findings. Here's where I think I can believe I believe I can help support change here. Help solve this problem with you. And as an example, let's say that what we found is, your managers are coaching 5% of the time.

What do you want that to be an ideal state? 40% great. That's our goal. Here is my proposed framework of how we solve this, but I need you to be a part of it to solve it together. Can you work with me on solving it. Let's brainstorm and workshop what the solution is here really, really important, because these leaders love to be involved in and have some great ideas of how to do that.

So the last I mean, excuse me, the third piece is develop. So you're starting to develop the the program, the solution hopefully, it's hopefully, it's something that's not just a training. And and I don't mean to like demean training there, because training is important part of our role. But if if the solution is just a training.

are we gonna be able to change behavior? Are we gonna be able to really impact people? If it's a series of trainings that are more workshop style where people are applying the knowledge that could be something impactful.

If it's revamping account plans, and you are giving them pre work. You're having them engage in account plans across an account team. If you are having them. I mean, there's all sorts of things you can do. I just wanna caution that like, typically, I see the solution here being training. And I would challenge you that to take a multi pronged approach to really make sure you're changing behavior and impacting

and the big thing here, too, is by the field for the field. So who are your top performers is what they're doing, something you can scale sometimes it's like, that is just what makes that person, that person. What can you do that actually scales what is gonna be relatable for everyone? How are they going about this? How is this manager coaching more than 5% of the time, what are their best practices, and get feedback as you build

fourth part is execute. So you're launching. And I just think back to one of the most painful moments in my career. I was standing up, launching a major, coaching initiative and there was silence in the room, and then I got some some tough questions, and I could've just crawled in a hole right then in there. I'll never forget that moment.

But what I learned from that moment is, I was missing my Vp. Of sales standing right next to me, and while he was so impassioned to support this, it needed to come from him. So I actually, I actually did a change. I read a change management book.

add, the managers read a change management book, and then the next time I did it, 2.0 and the Vp. Of sales stood right next to me, totally different reaction. But anyways, it's just a good lesson learned like when you're executing, it's enable and executing. But the executives are painting the vision, and right there with you. Change management, of course, so so important. Why are we doing this

managers? You gotta have them bought into it. Why?

And then a tracking mechanism. So in the observation phase, let's again say, Okay, manager, coaching 5% of the time I want to get them to 40. How are you going to track that?

And a lot of times in my career and enablement. I've had to track it manually.

and it's been humbling because I'm terrible at Excel, and I'm in excel trying to figure out what the heck's going on. But

as gritty and and operating as all at all levels that you're able to be. This is what's gonna really help you drive that impact. So you might have tools. You might not. But you're gonna have to really dig in to get the tracking mechanism to work for you. And then the last piece is

quantifying. Where did we get to? Did we hit the kpis? We expected? What are the next steps? What did we learn?

And evolving. And again, this is not to say, Okay, great. We did this initiative. We drove revenue. There's been times where I've taken this process, and there's been no impact. And I've actually shared it with leadership. And they've said, Thank you so much for being willing to share that this didn't work.

Let's figure out why this didn't work. And let's try again. And that's been a huge point of credibility that I've also learned where I've been really timid to say this didn't work, but it's been some of the most powerful supportive times in my career where leaders have said great, not everything we do works either. Let's figure out how we go forward.

And I like to think about this model. It's almost a product management model, too. So there's there's a book. I think it's called inspired. It's an audio book as well. It's about product management. And it really relates to this, like, if you think about enablement and strategic enablement. We're actually kind of building products for the field. So this this framework kind of takes a similar approach

reactions, thoughts, questions to this. I'd love to hear from you.

you know. I'll speak up just about every time, Chris. I'll try to keep it low. But I love that you're doing this. I the funny thing is, I had such a similar story and meeting with actually, we'd hired an external vendor that had a similar process, and I applied a similar approach. And and yours is. It's it's pretty close.

and so well well done. This is great that you're sharing it with everybody and encouraging them to make it your own. Make it their own.

Yeah, please make it your own, and I know a lot of us are already doing things like this. I think my encouragement would be, please do it. It is hard out there. It is the easiest thing to let go. It's like, you know what things are busy. But

but if we keep focused, and if you have your own model, something like this that really quantifies what the problems are, how you're gonna solve them. You've done enough interviews or focus groups or surveys to really understand why, that's a challenge. Why, that's a problem, and you can solve it like, that's where enablement becomes a strategic partner. And it's really hard. But it's so worthwhile. Anything in life that's really challenging

is worthwhile. And this is one of these things. And this is how we elevate our profession from reactive to proactive. This is how we help change that time on the last slide, because when leaders see what we can really actually do out there, they get so excited and they really really help take the rest of the stuff off your plate, too. So it's really hard.

But it's really worthwhile, and and giving it a try. Failing, having no impact, is so much better than not trying at all. Just give it a try and make it your own. Have your leader partner with you. Executives love actually spending time on this stuff. This is the stuff that they crave to spend time on, and they

they will make it. If you ask

other questions. Thoughts I'd love to hear from others. If anyone else has ideas or Kristen, I put a couple in the chat. If you get a look at that, I agree with the fact that you're building products and those products need to be repeatable and scalable and need to be flexible to be adjusted. You know, I come from SaaS companies, high growth, new features being delivered weekly. Makes enablement people crazy because the product development or

the the engineering organization is releasing features. That product management doesn't know about. There's no documentation on it.

But you know, somehow the salespeople find out about it. So they're selling it. So there's a whole.

you know, relationship that needs to go between enablement and product management and maybe even engineering, depending upon how fast the company is moving. So I would just, you know, always be flexible and be ready to adjust, and the the the benefit of that is.

you know, we most of the enablement tools and and materials we put in software applications like Slides or Powerpoint, or whatever, so they can be changed easily. But, man, the first time you, the sent first time you send it out. It's out of date, and many of the companies that we might work for right now. So

I do have. My question, though, is actually what's what's everyone's perspective. I'm assuming.

Everyone here is pretty much in enablement. I'm I'm a Cro, and I've gone back and forth on enablement reporting to product management, you know, which generally might roll up to the Cmo or reporting directly to the Cro. I've had a sales coach in different organizations before.

So I'm interested in anyone's opinion on you know. What's your experience been like going in a reporting structure? And if there's any recommendation or best practices I can get out of that.

Yeah, thanks, Jim, for keeping it real keeping it very real. I think. I tried to have my team stay as close to product as possible, so that we're really representing why, the new, whatever it is with the product, was built in the first place, like sometimes the value can get diluted, the amount of people who have their hands on it. So how do we stay as close to like this came from customer feedback. This is why we built it as possible

to your question. You're just throwing out the hot hot topics today. Who should enable that report to my personal perspective is the Cr O, you know it. It really is a role that can impact revenue.

And so you wanna stay as close to the field as possible when you're in different. You know, when you're rolling up to different organizations, it's really easy to get disconnected from the field. But we're building by the field for the field.

So that's my personal opinion. I'd love to have everyone else put their thoughts in the chat as well. If everyone can kind of share and answer Jim's question.

and interactions with customers, prospects, and partners, you know. One thing that my team does today is we listen to 2 customer calls a month. It is, you know, it's not like the highest bar.

But I wanna make sure we're staying really closely connected to the field in past roles like at Aws. I've even interviewed customers. Had my team interview customers

to ask what their experience has been. And it's really interesting, like when you have those customer interviews. And you're like, Hey, here's what the customers, feeling so much more impactful in your business case, of whatever you're trying to drive. So it's it's a it's a great, best practice that I don't always, you know, live by. And I think it's a great reminder. It's a great question, Jim, that enablement should absolutely be speaking with customers, prospects, and partners to understand where there's disconnects in the All up, you know, customer life cycle in motion.

and how we can impact that

this is somebody here. And sorry I'm keeping my camera off because I'm a little bit sick. but it, I have own enablement, I'm I'm you know. I well, this Vp. Of revs, so I have in my panel the past 2 roles I have own enablement sales enablement.

So yeah. So they they lost basically is helping this, the cro and the cso in terms of supporting everything related to revenue that includes enablement.

Because, any you know, you mentioned about your process here like observing what works, what doesn't work getting the alignment and expectations. So as a web apps, you know, we, we make the process change.

and then.

with any process, change or con, you know, or any of the training related changes. You know it immediately. It comes to enablement part of it. And okay, how do we basically communicate back to the sales team of what has changed in terms of the process or the content? Or you know, objection handling, for example, or any of the salesforce, hygiene, or anything so there could be many things that enablement needs to follow up on. So

that's why I said that like in the last 2 roles, I mean, I have. Ol own the enablement. And Vp of Vp of revis basically has reported to Cr over. Cso, so that's the way it has worked in my, in my experience.

Thanks so much. Sun deep. And yeah. Seeing some good dialogue in the chat.

Oh, great! We've got product marketing here, too. Yeah. Prefer that enablement reports up to Cr, cause product marketing. Right? Might report up to product. And then and then you get the best of both worlds, cause you're representing product and the field and in the partnership with product marketing. Those kind of come come together really effectively. So that's a great point, Maureen. Thank you. Mentioned that. Yes, as part of the enablement. Of course, the product marketing

is one important team that you know we always worked with, because that's one, you know.

That's that's very, very tightly integrated.

Yeah, collaboration. I would say 100 a hundred. And yeah, getting some good dialogue in the chat of folks who are not reporting to crows and you know, some interesting perspectives. And Jen, thank you for that.

yeah, it. It's almost a different. It's almost a different focus. I don't wanna derail too much. I think this is really important dialogue, but I wanna make sure we're we're we're progressing here, so please feel free. More thoughts in the chat. But a quick reflection.

as you think about where you spend your time. What's your ratio? So we talked about the 60, 30, 10 I'd love for everyone if you're willing to be vulnerable, I'm trying to be vulnerable with you today. What's your ratio? If you could put it in the chat today?

And what's your goal after to day of where you want to get it tomorrow.

It is very okay. If it's like 90% reactive like that's. that is. that's the life of enablement sometimes. What is Euratia today?

Where do you want it to be tomorrow? And what can you do to help make it that way tomorrow.

Can you take one of the learnings where you're sharing your time with leadership? Getting to agree on what the strategic priorities or work on are? What are some things you could do?

Yeah, thanks, becca. really good.

Thank you, Ben.

Other folks willing to put themselves out there.

Yeah, Jim, for what it's worth. I love that trend. I hope it keeps going.

90% reactive. Gen, yes.

start up, hey? That's impressive that you're not 110% reactive. So thank you for for being real. Yeah.

for sure. Thanks, Thomas. Alright. Let's move on. But hopefully, that was helpful. So let's talk about measurement. This is a high topic across enablement. How do we measure? Should we measure? Why do we measure?

What I can do today is offer my perspective and hope that one or 2 things are valuable takeaways for you. And you're welcome to, you know. Share your own thoughts, and and again make it your own. But when we talk about measurement first off again, it's gotta be something from the last slide where we've taken the time. And the really, really analysis of depth to make sure we can change something. We really wanna change your behavior. And if we're just doing like a reactive

something here or there, we're probably not going to be able to show an impact. So with measurement, you always want to start with, what's the business goal?

So again, okay, what is this organization trying to drive towards this quarter, or what is being said in those board report outs, what is the Board asking about? What are those Kpis? What? How? How is the organization measuring success for itself?

And and how do you work backwards from that? So how can enablement impact that?

And I'm just putting a little call out here, Csac. This is one that you know. When I think about this I can get I it's something that I have. I have an opinion on, and I believe that we should measure Csac.

It helps us understand if what we put out there

was something that people enjoyed taking something that people loosely benefited from the cautionary piece I have here is, how often are we using Csac to show our impact? Because just because someone liked attending something or found benefit from something, or said,

Yeah, I enjoyed the session

that's not impact to the business.

It's something to be proud of. It is something to share. But we've got to go further than that. So I just want to put that out there as a call out.

so

what is it? Why does it matter? Does it show or impact? I guess I already talked through that. So let me go forward. So micro, Kpis, so this is a little secret sauce I'm sharing with you this morning from my experience and and successes and failures and enablement. But when I go, when we go back to think about building those strategic programs. What I used to do in my career is, I would say, Okay, I built this new onboarding program.

The reps that went through it

had 30% reduced ramp. which is, let's just say, 20 million in revenue. So I drove 20 million in revenue.

and then I would present that out in a Qpr. And sometimes I'd get a leader that's like, Yes, great job! That's awesome. And then sometimes I'd get a leader that would say no, you didn't.

And it was the leaders that said, No, you didn't. That really really helped change my mind on how enablement should measure success, because what I was doing is I was taking credit and

trying to show causation. So I was trying to say, enablement did this and that led to that enablement drove 20 million in revenue through this onboarding program.

But what I was missing was the middle piece. What did we do that actually changed something that impacted revenue. So after learning and standing up there with leadership and trying again to take credit for this revenue that enablement drove, I realized I had to take a different approach that really showed correlation.

not causation. So this is this equation. And again, I can share my my LinkedIn article on this. But the whole philosophy here is enablement. Did something enablement created a new onboarding program.

The onboarding program. What we saw is people that went through it were 30% more likely to have meetings with C-suites in their first 90 days, and those folks had 50% greater revenue than those who did not.

or those folks had 50% greater revenue. What I'm doing is I'm putting in a micro kpi, which is a variable that's directly related to enablement. So we did this onboarding program, and those who took it applied their behaviors in a specific way. In the coaching example. Enablement created a coaching program, and those who went through it, they increased their coaching from 5 to 40%.

The managers who coached at 40%. Their teams had 2 million dollars more in revenue each week.

Do you see what I'm doing there? I'm putting in a middle variable that helps drive the credibility of enablement and measurement. And this is what we can miss so often because we're we're moving so quickly. But it's so so impactful in your Qbrs in the way you measure. So my challenge to you is.

how can you define what Micro Kpi should be? So I've got a few more examples for you if this is helpful. So at one organization I was with

new hires reported their number. One reason for not hitting ramp goals was actually not being confident, speaking with customers, and they asked for more practice, so I never would have found this out if I hadn't done a survey across the organization and some focus interviews and groups. But really what it came down to is, people felt almost intimidated working for this large tech organization. They were brand new and they lacked confidence. They really wanted to practice what they were doing with customers before for doing it. So we rolled out something called practice pods, where we actually took 8 personas, common scenarios with those personos and role played first calls and common conversations to add value.

From there. What we saw with with those pods is those who took the pods had increased. Win rates were more likely to meet with c suite a couple of other variables, and from there actually were able to have more, more revenue. So they the the people that took practice pods. you know, their behaviors were more positive, and from there they were able to show a correlation to revenue. So in that example, what is the micro kpi?

If you can put it in the chat.

and it can be a bunch of different things. I was broad for a reason. Here.

All right, let's let's walk through together. So these practice pods were designed to build more practice. So the Microkpi, in this example could be increased practice

that could be an example. Those reps who had increased practice had increased revenue. Right? It could be other things, those reps who applied their knowledge from practice pods. I talked about those 8 personas. If we see in salesforce that those reps are engaging with those 8 personas more or faster, setting more meetings. Those could be micro kpis that tie to increase revenue.

So I wanna make sure I'm I'm not losing anyone. So let me share another example. Let's see, let's see if that's more helpful. Coaching program. So this is an example I shared earlier in our session managers. This was a real real case. Managers were coaching 5% of the time. and the goal was that they were coached. They were coaching 40% of the time. and the managers that coached 40% of the time their teams had increased. Web revenue again, a bunch of different business. Kpis, what is the micro kpi in that example.

what did enablement impact

through that coaching program? What an enablement impact. So we're showing a correlation close ratios. But what we actually impact was coaching time spent. So that 5 to 40%, that's the micro Kpi

questions. On this.

You also put it in the hands of the managers, so the managers could do the coaching, and it wasn't enablement doing the coaching. So if you get the managers bought into it, and they're actually delivering on it. Then the team is gonna be more on board with it.

100%. And yeah, the practice pods are basically skills training. Yep.

100%. Taught the managers to fish. Scalable. Yep, exactly. And the point of this is we're we're basically saying, Okay, practice pods. We're we're not saying, practice pods drove revenue coaching programs drove revenue. We're saying, practice pods change something that our revenue teams were doing. In this case it increased the amount of practice they had. It built skills.

And when it did that there was increased revenue coaching programs that increased the amount of time managers spent coaching.

and that is correlated to revenue.

So we're not just saying coaching changed revenue. We're not just saying practice patch changed revenue. We're showing the intermediate variable that made the difference from A to C.

Does that make sense to everyone?

And here's some examples to think about when we're talking about micro Kpis, it can be activities. It can be things that they did in salesforce. Meeting set behaviors you can take like the Kirkpatrick model, and you can show behavior. Change in a like e-learning or self directed learning. Application gong is, you know, gong, chorus, all of those conversational intelligence tools you can actually track. Let's say that you did like up a platform story workshop after you did that? Are people using the platform story, talk track on calls. You can find that out and gone.

And are those are those people that are using the platform story talk track having increased revenue.

That's the Microkpi apply applying the platform story talk track

instead of just oh, this platform story drove revenue. Then you can really, really, credibly show that enablement had an impact

competencies customer sentiment surveys. So this is kind of a fun one. Sometimes we've worked backwards from customer surveys and said. What are customers frustrated about? And let's do a initiative around around making this better. And then did the customer sentiments change

after

really impactful productivity. This is one of my favorites, too. Time spent like there's nothing better to a Cro than saving the field time and driving productivity cause there's so much noise. So can you simplify a process? Can you simplify workflows? In one example, someone on my team took

basically helped. We? We had a process that was over 300 steps for a contract. It was a lot.

Yes, that's real.

We couldn't influence it enough. We couldn't change 300 to 100. But what we could do is we developed this cheat sheet. So when you went through the 300 steps in process, we developed this cheat sheet that made it really easy. Hey, here's what you put here. Here's where you go for this, and we actually ran a survey before and after, and we saved on average reps 7 HA week in time.

So we quantified that

right. But we wouldn't have been able to do that if we didn't take the depth and the analysis of understanding current state and then training, of course, attending a training, completing a training, accessing content.

These are some other micro Kpis.

Other thoughts on micro Kpis. And I'm just catching up in the chat here, too.

Yeah.

yep, yeah, I think that's a good point, Jim. You do want to assess if people are learning and growing, and you being able to show a change in knowledge is really impactful. So the one thing I'd say is

taking an assessment at the end is great. But where did they start from?

So can you do like a pre assessment some way to quantify what they knew before they took a training or a workshop, or whatever, and what they knew after cause. Then you're still showing that Roi and that change a lot of times. We're just assessing at the end. And that's great.

But it's not really showing what we know at the beginning. And if people actually learned, yeah, that's a great point. And that also helps to substantiate or justify the enablement organization.

Because, hey, all the 25 people took the test ahead of time, and they scored an average of 50 after enablement. They scored an average of 90 like, exactly good point.

Yeah, thank you. Yeah. Great question. Other thoughts on this micro Kpi piece.

Love to hear from you still digesting it? Does it feel like something that's possible to give a try?

Did I do an okay job explaining it? Is it clear?

Yeah, the the. It's the nuances? Right? So if you have managers that are training 30% more of the time. But they're not doing it effectively right. That's a that's a skill. And I'm honestly, I'm surprised how effective that was because, a lot of managers still are promoted, you know, all Star reps and don't necessarily have that competency. Even if you lean into them and give them some additional training as enablement. So

well done. I don't know if you already had some folks that were hungry, and you kinda helped them a little bit and help them adjust their schedule to to work that in or had another approach.

Whether it was, you know, time shifted coaching where they're doing some coaching via video and handing it off. But whatever that was, it sounds like it was pretty impactful.

No, thank you. And this, this is the same example where I stood in front of an audience, and everyone was silent and my initial launch failed. So no, it wasn't everyone like, yes, we're gonna coach more but I think the change management and the kind of why is it special that you're a manager? Why is it important that you're a leader? And why is coaching beneficial to you and your team like? Why is it a responsibility doing that exercises excise and then relaunching again really made a difference. And but

I love that. You made that point because I had some graphs, and I showed the leaders. I said, here are the people coaching 40% of the time. Here's the Roi. It was significant, but there were one or 2 cases where it wasn't.

and that was a very powerful data point to bring back to the executives. where they had some opinions as to why I had some thoughts as to why so just as impactful. We're being an insights partner and almost showing where there might be additional skill or competency gaps. So spot on love that love that point. Well, I've got to pile on to yours, too, because what you're doing is something that's so important. It's another nuance you are being the voice of the field for positive and negative, and that trusted advisor to the field which a lot of folks don't go that extra mile to get in the trenches and gain that kind of you know, acceptance.

So that's I don't know if you cover that in here, but it's so important.

Look, it's it's just it's it's so important. And I think if if you can start with doing some good analysis across their org and getting to a level of depth that they can't get to and having data to bring to them. It's one thing to say, hey, I chatted with these folks. This is why you're struggling in this area.

hey? I chatted with these folks. Ask them the same set of questions. I used quantification questions. So here's where we're at. With that I did a survey X percent said this, I listen to customer calls. I talked to some customers. If you've got like a holistic data set.

it's just additional credibility. And again, it's a level of depth that a CEO or a Vp. Of sales or Vp of customer success is not going to be able to get to so super important. And thank you, Jen, I just wanted to make sure folks were following the the micro kpi piece. It's tricky, but again it's worth it. And and just trying is so important just to continue to build the correlation, not necessarily causation, part of our profession.

So last, but not least, tools. So tools are going to help you drive measurement. There are a lot of tools out there. I remember like 6 or 7 years ago in enablement when I used to get reached out to from folks doing market research on what tools they should build. And everyone was talking about how there's all these separate tools and enablement that don't fit together.

Now, tools are expanding to do more, but there's still a lot of gaps, and what tools can do. And sometimes you gotta have a set of tools to be effective which is not ideal. But I think we're getting there. So what are some tools that can help you measure these micro Kpis Lms or enablement platform.

So when I say Lms, I might be talking about like a traditional learning management system. or it. When I say enablement platform. Let's see, there's like there's mine tickle, there's seismic, there's sales, Hood. There's there's a million of them. Those are. Basically, they're they've got

Lms capabilities. But they've also got some additional enablement capabilities as well. So you're gonna really want to have a tool like that to help you create learning, drive, learning.

track assessments, track effectiveness. So content management, knowledge management.

This is going to be a solution like a like a showpad, like a high spot, even like a Guru, could be an example of that where you are storing, accessing, content, understanding the value of content. That that's another really important piece to enablement.

And again, these micro kpis like when someone's accessing a Guru card or goes back to a Guru card over and over again. Hey, the people that access this Guru card that we built had X percent higher revenue. That's a great micro Kpi

productivity and performance tools. There's a lot of them out there. It really depends on your use case which one you'd be looking for. It would just say whatever integrates with salesforce. So you can really make it part of your motion. It is very impactful. There's a lot of them so feel free to throw ones out there that you think of

conversational intelligence. So the gong, the choruses, the exact visions. Other tools like that. you know if if you're gonna if you're a startup or a smaller organization, or you're just building enablement, if I were to pick like one or 2 tool, 2 tools that you must have. I would really try to go with the enablement platform and the conversational intelligence. It's not that the others aren't impactful. They are. But those 2 are gonna really help. You scale yourself and and really get engaged with your group as much as possible because of conversational intelligence you can listen to calls.

You can identify trends in calls. I've even used conversational intelligence to provide insights back to marketing. So we've got someone from product marketing on the call today. How great would it be for her if she's able to know what customers are saying, what they're asking about on from a product perspective. And we can provide that insight back to her. She can surface that herself

and make even more impactful products marketing in the future.

And then coaching. Coaching is so underrated and so under invested in. But how are we growing if we're not coaching? And we've got to start with leaders first and make sure they're coaching our teams. So there are tools and a lot of times they're part of the enablement platform, or they're part of the conversational intelligence platform.

And it helps you actually track coaching to skills and capabilities and changing behaviors.

So really impactful, anyone else have other tools that they'd recommend here.

Integration with salesforce is key. Yeah.

there's this new kind of well, it's not. It's new. We're an enablement where we're calling it in workflow enablement. And basically, it's all about integrating tools and efficiency throughout your sales motion, and especially in salesforce to help your revenue teams be successful. So it's all about like.

how do you

produce enablement that's in someone's day-to-day workflow

rather than outside of it. So it's not disruptive. It's productive. So if you're putting it in salesforce.

It's right there. Someone's ready to access it instead of like, Hey, check this. Go into the system, look for this, which, of course, just

takes a lot of time.

I really like that.

I really like that philosophy. 3 tools that cover 80% or 10 tools that cover 9. Yeah, you see a lot of times. Organizations have a really heavy tech stack, and then it just ends up being an integration nightmare and inefficient, so

huge. And and that could be a special project that you work on is like the most impactful tech stack for your revenue teams.

Yeah. And to me, that goes back to the question. The strategy I asked earlier. There's so much happening now with AI, and everyone's getting into everyone else's business and integrating, gone like functionality into this platform or so. It's it gets tricky. And and it's that there's a lot of opportunity to step back. But everything's moving so fast it's like, when do you you know and reassess the stack?

Yeah, for sure. Yeah, for sure. That's a great point.

and Jim just said, Hey, onboarding versus ongoing enablement. I

typically, I've used the same tool for both. So especially in an enablement platform like a sales hood, seismic media fly brain shark. You know mine tickle those types of folks. They can handle both.

High spot. Yep. Show Pad lessonly is owned by seismic now, so seismic there

But they can really do both. Cause if you're doing like self paced onboarding self directed learning. And by the way, my team today has instructional designers on it for a reason. I've got folks who are specialists in building impactful content that changes behaviors, and I wouldn't be able to survive or thrive without them.

I would highly recommend that investment on your enablement team if you don't have it today to make sure you've got learning architects that can help you build self directed or virtual instructor led impactful learning. But, Jim, yeah, I would say, you can kinda use the same tool for both.

You know, both cases. There.

Thanks.

Umhm.

yeah. How long onboarding should be? Whoa.

that's that's another good one. Yeah, and feel free to put your your thoughts in the chat. I think it depends on the organization. I think the one thing that I see that makes onboarding programs so challenging and frustrating to build and make successful is everyone's defining onboarded differently.

So I actually was the head of sales onboarding at aws. And and one thing that my team started with as we were revamping onboarding was.

what do we define as onboarded

and and trying to unify that across organization? So I would just say, starting there, getting that definition clear, and then you can work backwards from there to really understand if someone's ramped

so just out of curiosity. Ha! How many weeks was the Aws sales onboarding it's been a while, I wanna say, it was 90 days was Yup. It was 90 days, and then we transitioned to what we called everboarding, and there were additional programs to support from there. But we made the cut off 90 days and earlier.

so that was pretty much 90 days of virtual classroom type of activities pretty much all day long, pre work, post work, all that kind of stuff. And after that you. There's probably interaction with your manager during the time. But you're really not doing anything in the field until after 90 days.

Yeah. And because AWS has so many different roles. And this was, you know, with a thousands of new hires. It was very variant, based on teams, so some teams, you know, would complete it earlier or at the 90 day mark, and their activities could differ. What we did is provided like global foundations of onboarding. And then other teams layered on things. But yes, ideally, Jim, that's what they're doing. As much on the job shadowing, observing as possible. If I could say anything about onboarding.

you can have the greatest content. But it's really having folks like. Listen, learn practice what it's actually like to be out there

kind of an integrated approach of you know classes and and real life. And what about does anyone have opinions on the effectiveness of pre recorded onboarding sessions versus live.

feel free to put your thoughts in the chat.

I think you've got to have a balance, because that's just realistic.

It's just realistic. It's I think it's more of a question of what can be pre-recorded or self directed, and what needs to be live, to build skills, to practice. Of course, live is always preferred. But it could be a challenge. If you're constantly onboarding, if you've got a large organization, be a challenge to continue that.

So

but here, you, Jen. That's such a good point. It builds rapport. It builds that camaraderie, and that's a big part of onboarding, too. You're winning over hearts and minds. They just made a big change to join your organization, and that's like half of onboarding is getting them excited and confident that they made the right decision.

I think a lot.

I think it also is an opportunity for that manager to build trust with their employees as well. And I do. I agree. Recording is important. It's almost like the double down, the follow up the rein still the principals. But you do need that report that connection, and it also teaches them the approach of the the company as well.

I love that, Jen. Thank you. It's it's so true, and life is short, and we all just like, wanna have a good job and work with good people and and do good things. That's what we're trying to do.

That's what we're all trying to do. And, Jen, I just think it just thank you for sharing something that's so foundational and so important that we forget.

And that's not even just an onboarding. That's an everything we do. And that's actually one of the things that I make think makes enablement really special like. Last year, when a lot of companies were going through layoffs. Enablement is tied to employee engagement.

Enablement can be inspirational, can be fun. It can be a break

from the usual, and that is a differentiator for us as a profession, too. So as we're talking about micro kpis like, did people like have fun? I mean, it doesn't always have to be so serious, too like, did people experience something really inspirational? You know something to tie into.

All of this

seeing some more dialogue here

depends on the size and access to expertise. Yeah, yeah, becca, because it can be hard if you've got certain Smees, you know, participating in onboarding conducting live sessions. Can they agree

to being there once a month? And if they can't, then there's nothing more frustrating than having them bail out like the day before, and enablement shouldn't be facilitating all of onboarding. We can facilitate some of it. But you want those Smees in the room.

The people who are in the arena day to day.

Being a part of that

short videos. Yep. short, short micro learning.

I think one of the dangers of like a heavy weight of recorded stuff is that you? You know, in these sessions you ask for feedback right? And then recorded sessions.

You don't get that. You don't provide that obviously

and so I think when you record a lot of things, and people are listening to session after session, after session, I think you need to interspers almost an interview with maybe the manager to say, Okay, you went through these 3 modules like, what do you think

you know what was the most compelling new learning, or whatever. What? What did you think about this thing? Specifically, I think that kind of injection into like a recorded stream, I think, is important.

Yeah, we have done Dan. And we have done similar thing like,

you know, chorus are gone calls and going going over a manager basically sales leader would go over the call, live, and like after them. The call was recorded, of course, and then, like in the enablement session.

pausing it at certain point and saying that, okay, how? How was it like getting the feedback from the from the reps? Was it very, very well delivered, whether whether the value prop was very well delivered, or whether the objection was handled correctly, and people will provide their feedback, and then, the manager will provide their feedback, too, on what could have been done better, or some things like that, and then and then resume the call. So we've done that sort of thing, too. Like. Just listening, call listening and providing feedback on the call.

Yeah, that's a great, that's a great exercise. And like, can you create just a scrappy rubric of like, okay, you know, opening the call. Rapport. Discovery, objection, handling, closing, and just like create a little rating scale and and rate each other? And did did their score change after they went through trainings on objection, handling.

Those are all great ideas, and yes, thank you, Sarah. If there is one person in my entire career that, I would say is the most talented, and making these experiences innovative fun, and really like so engaged. It is Sara Kwan. So please make sure that you join next week. It she really is a superstar at a lot of things but when it comes to that topic you will, you will have a lot of takeaways

so last piece for today is the value of tools. I just wanna share that again. I'm a fan. I you don't need to have 50 tools, but if you've got one or 2 they can help you track these micro Kpis. They can help you track a change in competency. Time spent in a tool, looking at content. It can tell you where folks are hungry for more time saved content, usage, content, application, all of those things. So it can really really help you measure enablement

and prove the value of enablement to show what the Roi is. A lot of tools nowadays can actually even help you calculate the roi of enablement. It can tie

someone's usage of something to salesforce data. So some tools now actually automate all those fun calculations on the back end when you're showing the correlation of an enablement initiative

to outcome.

So I think that's all we have for today. Any other questions from the group. This is a great dialogue.

So Kristen, with respect to the tools you just rattled off a number of them, and and I'm not in an a moment, guy my cra as well. So I'm not necessarily super up on all the different platforms and stuff

but in slack or somewhere, maybe you have this expertise like, I wouldn't wanna go figure out and invest all the time myself within my own team to figure out use the 3 that I use.

Are you aware of any? Or is the group here aware of any? I don't know. Services, firms, consulting firms that can say.

you know, help us figure out the 3, and then implement them and do all the integrations.

It seems like there's a big opportunity for someone. And and I have to believe there's a a bunch of companies that know how to do that.

There are, and I can share some recommendations with you outside of this, too. But there are there also. I think there's a. There might be a few consultants in the group here today as well, but there absolutely are. Absolutely

cause it's a bit of a dog's breakfast, and having some savvy, seasoned person that understands the landscape and can weave. You know the right things together would be huge. So

I bet, if you posted in the chat for our class. We'll get 40 set, like, I think, we had an opinion that we were not gonna recommend any individual tools. And so I think we'll hold to that. But I do think that there are lots of people in this class that will have lots of opinions on their favorites.

Kevin. I do provide consulting on that, too. So you and I can chat separately.

Yeah, okay, for sure.

for sure, absolutely. And there is. I don't know. I can recommend this, too, but like there's a slack channel that's part of the sales enablement squad that has a couple of 1,000 members in it, and they have a channel for enablement tools. And it's it's all enablement practitioners or crows. And you can go in there and ask questions. Work, ramp on the back end. But it's a it's a source I go to all the time to ask questions of a lot of other folks, too. So pretty good. Yeah.

Any other questions. Thoughts for today?

Yeah, that was, it was in the chat, but it was, you know, extremely verbose. So

you know, I've seen. Thank you very much for the for the insights and everything today. And it's it's almost as if you know, building out your own organ, your organizational vision, long term, objective strategy, and so on. And I think in in some cases I've seen

seem to be very successful where you have a really strong C suite, and they have their vision and strategy and objectives and measurable kpis. And you have buy in from the other organization. What type of success have you seen where you need to reverse engineer that and say, Okay, well.

we don't have that strong vision and strategy. So we need to start with enablement and then get buy-in from elsewhere. Yeah, thank you, Thomas. And I see your question, Bob.

more often than you'd think. So. I would say, like.

what are the goals? What are the goals of the organization? How are we? How are we measuring success? And yes, if that's not defined, or if it's if it's like loosely defined, I would say enablement playing a role in that, sometimes taking the lead. Sometimes I've taken the lead or had my team take the lead

is a part of the role. And it's really impactful when we become the glue and and kind of bring that together. Because we're really good at bringing stakeholders together and trying to get some alignment so absolutely part of the role that could be a strategic priority. It could be even a way, you measure success, hey? I brought 10 stakeholders together and 3 working sessions, and we defined the company kpis like

bam. That's an amazing impact for Qbr, so it can absolutely become part of the role at times. And and I would say so important, too, because if there's not a defined vision or goals.

Then how are we? You know. What are we really working towards?

Anything else?

Alright! Well, sincere. Thank you so much for your time today. Thanks for the great dialogue and ideas. Please feel free to connect with me and I wish you the best, and I hope you'll join next week for Sarah, and thank you. Thank you. Cheers and take care.

Thank you, Kristen. That was a fantastic present present presentation. Thank you all for your engagement and participation to day we've shared the zoom link in the chat. Please take a moment to share your thoughts and continue so. We can continue to personalize our courses based upon your opinions, and we look forward to seeing you next week in Class 4.

Thanks.

Okay.

thank you. Everyone. Take care. Have a good week. That's great. Be well, let us know if you have questions. Thank you.

Class 4

text

Okay, you can go for it. Whenever you're ready, you ready to rock. Sarah. Yeah, I'm ready. Let's do it. Alright. Let's do it.

Hey, everyone! Welcome back!

Thank you for joining us. We have made it to Week 4. We truly appreciate you being here with us.

I'll give everyone a moment to get connected.

Hi! Welcome back! Thank you for joining us today. We have made it to our final class of revenue enablement foundations for leaders. We are thrilled to be here with you today, and I just have one quick, brief announcement. Since this is our final class, just a reminder. There is no final exam. As long as you have either attended all 4 of the live sessions or watched the recordings, you will earn your certificate.

If you have any questions about your certificate. Please feel free to reach out to me or Mo. Of course I'm back with modes today. Here, this is my colleague at part of the learning team at Pavilion University. Please feel free to reach out to us with any questions without further ado. I'm super excited to introduce Sarah Kwan. Saraquan has been with here with us throughout the last 3 sessions. She is our course creator. So today she will lead us on a conversation that will wrap up this semester, Sarah. Thank you so much for being here. We are thrilled to see you

absolutely. Well, thank you all. So I'm really excited to share this with you today. One of my favorite thoughts about building this course was that we've been changing it every week, based on your questions, your feedback what you're asking for your titles, your jobs, we linkedin stuff

to all of you. And so the most fun thing about this course is that I wrote this for all of you, based on what I thought you guys would be interested in. So

this is really, I've never given this before. This is absolutely based on what the questions you all have been asking. Over the last 14 over the last 4 weeks. So without that I will go ahead and introduce myself. I'm gonna kind of explain who I am and give you a little bit of brief history. So I came up I started as a payroll rep in Tucson, Arizona, selling payroll door to door and a hundred degrees weather and then I was you know. sales rep a manager, a first line manager, a second line manager, and went to ge healthcare. I eventually wound up building deals over a hundred 1 million dollars. So the really strategic deals I then became a vice president for them.

And then I got a phone call from one of my favorite mentors ever at Ge, who was like, I need you to come to Amazon, and I need you to run enablement. And I was like, Oh, interesting! I don't know anything about enablement.

and she's like no problem, Sarah. You'll learn quickly. And what I found was that I really did learn quickly, and I really did love enablement. But I came to enablement with the perspective of years and years of sales. And so what was so interesting about my journey into enablement was that I understood that the true goal of learning anything is actually to sell something and make money. And so, before revenue enablement was cool. I kind of got into this idea of like. The only thing that matters is that we teach people how to sell things so that they can support our customers and make money. And one of the things that I noticed about enablement is that it spread vastly. It kind of picked up all these different nuances. So you know, it fell into culture. It fell into. How do we hire? How do we fire all the things

and the coolest part about enablement was talking to the sellers and asking all the questions of What do you want? How do we learn, how do we create an environment so that you can learn?

And so what I'm gonna share with you all today is kind of that culmination. Of what did I learn? An enablement? I did actually wind up, leaving enablement. I went to go, be the head of sales for Amazon care which was their healthcare startup which actually went up failing, which was really cool and interesting to be in a failing business. So I'm gonna share some of the lessons, learned the hard way on that one as well. And kind of so that one, you know, we didn't have any.

There was no pipeline management. There was no territories. There was nothing right. We scale that business. From 0 to one I did do a start up which I'm gonna talk a little bit about in this and I'll share that with you all. And then I went over to be a global leader for aws right now, and so really, just kind of a different path. So my enablement experience is we did in with a lot of deep selling experience, which I think is kind of relevant and interesting.

so so far, what we've covered is we've covered onboarding and kind of think of onboarding as like

the foundation. If you don't get it right. Peter Feel has this book that basically says that a startup that's cracked at its foundation is forever screwed and can never be fixed right? And I kind of think about that when I think about onboarding right is like, if you don't get them in the door right?

There's there's no point. We then talked about engagement, and the reason why this is one of my favorite topics of enablement is that this is the special sauce. If you get this right, it sticks and it scales and it and it grows. If you get this wrong. Your content is just something that people

click through and then we talked about measurements and tools. And so this week, what we're really gonna talk about is creating a culture of learning. We're going to talk about building culture and the ways of working.

We're gonna talk about hiring as a function of culture, and then we'll do prospect enablement. Just because I think that that's one of these things. When I take a lot of these courses, too. Right? I've been a pavilion member for a little while, and what I wanna walk out of is some cool things that I can go do right away, and some really interesting lessons that I can process slowly. And so this course is built to give you both of like. Here's some cool things you can go do. And then here's some lessons that can kind of seep in and weave into your everyday life. So we're gonna start and talk about culture. And you're like cultures really interesting for enablement. One of the things that's really important about enablement is that enablement touches a lot of functions. And so I think of culture as being foundational to enablement. And if you don't deeply understand the culture that you're creating and building enablement is a really interesting backdoor into weaving in the culture. And that's why I think it's so important.

So you'll see right here this slide that says our most valuable resource sits here right? I saw this truck driving, and I thought, Well, that's really interesting, that they call it out that, like their people, are their most valuable resource. And I think that like this is really important. Right? It's like you, all are leaders in your organization.

How strongly do you feel about your people. And so one of the things that's really important about culture is that this isn't about you. This is about all the people that work for you. This is about all the scaling, and when you get culture right, it has all of this force multipliers right? So if you do it right and create a culture that sustains. That's easy for other people to follow. It really does prioritize that valuable resource. Right? That's one of your your most expensive costs as your people. It's also the secret to what? What succeeds. So corporate culture is made up of, who you hire, who you fire, what you reward, slash praise and how consistent you are in these 3 areas.

This is really important. I wanna make sure that everyone on this call gets this, if you like, if you're multitasking, this is literally the only thing I want you to take away from the entire presentation is corporate culture is made up of. Who you hire who you fire, what you reward, slash praise, and how consistent you are in these 3 areas. And if you think about this through all of your experience in in corporate culture and startups and everything. It doesn't matter. It's really a facet of this, right? So if everybody, if you're hiring a bunch of you know people that are C players. They hire other C players. Your corporate culture crashes. If you're inconsistent in who you get rid of that creates this negative culture of like, Oh, my gosh! They got rid of Billy, and they weren't consistent in it. But if you're really consistent in these areas, and then what you reward. And so I'm gonna teach you kind of like the mathematics and the science behind this algorithm so that you can, you can take this

And so we're gonna talk a little bit about learning as a function of culture. So I really think that the foundation of creating a learning culture. And I've never heard a company be like, oh, we're not a learning culture. But if you actually are a learning culture and you prioritize this, and all of you value learning because you showed up for this course. And you found pavilion and went on your own but creating that culture where it's okay to take time to learn.

B, it's really important that you share the learnings with others, and that you scale it to others and see that you continue to learn right? One of the most frustrating things for me is like, oh, I already know all this about blah blah blah! Well, no things change so quickly. Right? So creating that culture of learning is really important. And that comes from the top that comes from the leaders.

I often in every organization that I've ever led will do something called learning. Be curious days where I give them, you know, 2 HA week, or one day, a month, where I literally want them to stop doing all of their other work and just block off the time to really focus on learning something new.

I have divided learning into kind of this, my my mental model on creating content and creating learning is really these 3 buckets. So bucket number one is I? Ha! II have to bucket number 2 as I want to, and bucket number 3 is I get to? Sorry there's a type on the slide. I will fix that. But like I and we're gonna talk about these right? So one of my favorite quotes is the Cfo. Asked the CEO.

What happens if we invest in developing our people and they leave us. And the CEO says, what happens if they don't and they stay right?

and this is this is what happens right? If you're not creating a culture where people can continue to develop themselves, they leave right? If if you're not creating this. This is this is what the outcomes are, and this is why this is so important. Let me talk a little bit about these buckets of I have to. So I have to. Training is things like onboarding. It's things like demoing. It's things like security and compliance. And it's things like your key messaging right.

I'll never forget. So Andy Jassy is the CEO of Amazon, and he got all he was doing. Field rides with our sales reps, and he was like, they're describing the products differently. And he's like, I want them to describe the products the same. Can you solve that problem? So that problem came to me.

And I was like, I can absolutely solve that problem. So I built a conversation simulator so that all of our people say the same messaging right? And so these are interesting problems. But this key messaging thing you really do want consistency of messaging. Right?

so so this is what's really important about have to training have to training needs to have executive support. You can't just be like Lauren. Learning team can't be like everybody needs to learn about this. It has to come from the executives.

It needs mandatory knowledge checks. Right? So if you're making someone take the training you need to test whether or not they understood the training and then I'm a really big fan of a clear calendar.

far in advance that everybody knows. These are they have to train. So like you have to on board. And then you have some everboarding training. We're gonna teach this every month. It's gonna be 1 HA month. It's super consistent.

like really clear, consistent guidelines on anything that they have to do. One of the things that kills the credibility of a training department or learning or executives is like everybody needs to go learn this security training. That's 2 h this week, and we didn't give you any any up, you know, heads up. It just burns trust with the field.

So really consistent. The last thing is frugality of time. Right? So if you can teach something in 5 min.

don't make it a 2 h training. Right? And so this is really important for everybody. Is that like, be focused. Be consistent and don't over extend right? So one of the tenants and we're gonna talk about this in a little bit that I had on my team is 1 min of the fields time costs, and I would I would dollar average that I would be like. It's 27 million dollars per minute of our fields done. you wanna trade in, you better be able to expense that right like and so I think that, knowing exactly what the field time costs for anyone who's teaching anything and being really prescriptive in that is a really important message. So if you're gonna have to do something. It's important. These are, why, it's important. This is how much time we're gonna take. These are the learning objectives. Make sure they actually learn them.

I want you. Training is actually my favorite training, right? So this is stuff that people want to take. They want to take, you know, a weekly enablement class. On some topic, book, clubs, tips, and tricks, industry, knowledge. You heard Emily's presentation on peer to peer. This is the stuff that's really really important and really relevant because they wanna do it. So one of my first days at Aws happened to be sko was like our big sales kick off.

and so I fly to Chicago. It's like my second day. I'm all like excited, and I get in, and I start asking the sellers over and over again, I'm like, Tell me about our training. What do you think?

And over and over again I kept hearing. It's not relevant, and it's boring. I'm like, Oh, interesting! This is an interesting and it's anecdotal, right? It didn't quite match. The the numbers were really good. We, the numbers, show that it was really good training. It's like, Huh! This is really interesting. And so this is one of those like, take away moments is like the balance between anecdotes and numbers. If they're if it doesn't match.

I always favor the anecdotes. Okay? So if you have something, and you're looking at a subset of data, and you're like, huh? The anecdote say this. But the data says this, I always favor that. So this is a really interesting problem to solve. Why do we think this

and so I looked at it. I was like, Oh, I see this. There's like not clear calls to action on our training. There isn't clear referenceables peer to peer and like I get, technical virtual training is hard.

so we fixed it. In a lot of different ways. One of the ways we fixed. It was not make it. To make it exciting was that I went through the credits of Saturday night, live, and I actually wind up hiring a Saturday live writer. To make some of the training funny and like you're like, ha, ha! Ha! That's that's interesting. But it's not scalable to me, Sarah. And and yes, right like the budget of training. Thousands and thousands of sellers allowed us to do that.

But I will say that there are creative solutions to all problems. Right? So maybe you have a sales. Vp, that's funny. Or maybe you have a training person that's entertaining, and like these are really good ways to just infuse a little bit of fun.

And it does help set a different vision of learning right. So if you're going back to that culture of learning, you want the culture of learning and the culture of having fun and positivity. So we talked a lot about this with Emily. Right? We talked about gamification. We talked about making it relevant. We talked about badges and rewards all of this kind of fits under that I want to.

And then there's I get to training. And this is the one that's probably the hardest for people to really like. Wrap their heads around. They're like, why would you get to go to training? But actually, this is a really cool way to give a reward to people.

So their picture up here is actually ge healthcare. Ge. Corporates Frotonville, which was this? Like amazing campus? It was like the most beautiful. It felt like a 5 star resort, and if you had a

really good year, your prize was a week of learning at this, like education symposium. And I remember my second year as a manager. One of my sales reps was like crying. And I was like, I just gave you a 9% raise. And she's like, yeah, but I didn't get a week at Croton Bill.

And I was like, Oh, that's really powerful right like that meant that like she didn't finish in the top 10% but, like it was, it was viewed as such a reward to go get this education. Was this like trip to Crotonville?

And you can Google search curtain bells. Pretty pretty famous and pretty well known. But one of the really cool things that hit me in that moment that I was talking to her was, Oh, you can use training as reward. You can reward people with access to you can reward your lcs with access to manager training, you can reward them with access to an executive book. Club.

One of my all time favorite tricks is letting each individual Lt. Manager, bring someone that they're mentoring and supporting to like an Lt meeting.

That person feels really excited about getting the opportunity to sit at the table and learn right?

And so I think this is a really easy area of opportunity to reward your team without a lot of costs if you do it right? Right? If you can like, make a big deal over it.

So I'm gonna pause there on that. I have to. I want to. I get to any comments, questions, feedback ideas on this one.

Anything interesting in the chat? Okay.

so I'm gonna talk a little bit about building corporate culture. And so you're like, oh, that's interesting, Sarah. So remember, at the beginning of this I had a quote that I was like, if you take one thing away. What? What do people remember? What were the 3 things that mattered? You can put it in the chat.

I am watching the chat, so please feel free to share, and I'll call it out for you.

3 things right? Who you hire, who you fire and what you recognize. Right? So I'm gonna talk about how you do this in a methodical way. This is the this is the part of the the presentation that I've never given before, and I really wrote this all for you guys. So I think that this is going to be pretty interesting.

So the first thing that I always start with on building corporate culture is, you need to have a ways of working, or you need to have guidelines. And so these guidelines can sit at one of 2 levels. They can sit at the company as like the head of the company, right? Like Amazon's leadership principles are pretty famous. I'm sure a lot of your a lot of your companies have, like tenants or things that kind of sit at the top.

My personal opinion is that you should have that same kind of ways of working for your individual team or organization, or whatever you run. So whatever you're the leader of, you also need that. And they should not be duplicative of the first one. So Amazon's leadership principles like bias for action. That means that it might

teams level or milet level. We don't need another one that's biased for action because it trickles down from the top. Okay? So every company should have their kind of top 7 to 10.

And every team organization should also have their 7 to 10 ways of working, and the ways of working must be written by the team. This is not something that the leader goes and writes, and they're like, Hey, I think it's these 7 things. They have to be co-developed. They should always be done. Live. This is one of those things that you should do as a team.

You should read them often. So I read our ways of working before every single team meeting, which means that every single week I read my organization's ways of working

I've also done other things to make sure that our team has clear access to our ways of working. I sent coffee cups to every single person on our team. With our ways of working written on them. I've done other things. I had us make a music video. One of my teams was a very creative team, and I had them put together a music video of our ways of working. This should be like, really, really ingrained in your teams and in your organization. They can be changed as things change. So one of the things that I always tell my team is, we evaluate the ways of working frequently, and if we have a situation that comes up where it's not clear we need to add a new ways of working and remove one of the other ones.

they really get everyone in agreement about decisions, and they can be used as tie breakers. They are the North Star. So this is like, what does this team stand for? What does this team do. And I'm gonna give you guys examples in a second of the ways of working and what I'm talking about, they are team specific. Right? So if your team is focused on sales you should have something on customer. Right? If you are a finance team you might have something on frugality, right. So like those are important balances. They should be very team specific

and they should not state the obvious right. If it's like we take care of the customer like that's pretty obvious. If it's if it gives you more details beyond what that means to take care of the customer, then it's a then it's a valid tenant.

So I told you all that. I had a startup so about 2 and a half years ago I decided that I wanted to do my own startup. I did it on nights and weekends, and my startup is called dreamcare. And so what dreamcare did was that we took people who wanted to go to college and could not afford to go to college, and we moved them in with families that wanted childcare, but could not afford the full. Nanny child care right? So it was kind of a domestic opair program. And so we struck some deals with some online universities. And so we could afford to give pretty affordable education. Kind of at a unique price point. And so it wind up, scaling the startup. It did really. Well, I wound up selling it last December and it went to an elder care company that plans on using the same model. Right? So

it scaled really fast. It was great. And one of the things that we did was we wrote ways of working and so I'm gonna share the ways of working that our team wrote for this startup, right? So the startup is called dreamcare and so this is the executive team that wrote this. And so I'm gonna share with you the ways of working. I'm gonna actually read them to you.

Because I want it to be that clear. So our priority is our team. We take care of our employees, so our employees can care for our customers. And so this tenant might not seem really specialized. But what it means is that our employees supersede our customers, which means that my priority as CEO of this company is actually the first and foremost take care of my employees. So that means that if I have an urgent situation with an employee and a customer, I actually favor the employee. This is very different, right? So if you look at other tenants, you might see the opposite. But this matter to our team right was that we were. Gonna take care of our people.

When faced with ambiguity, we leverage creativity balanced with practicality. So we can execute at scale.

We do hard things impossible is someone else's opinion.

We are all leaders and owners. We don't need permission to make the right call or implement a great idea or an idea that will do no harm. So this comes from amazon actually has this principle

on 2 way doors and one way doors. So a 2 way. Door decision is one that is a really big decision. And once you make the decision you're stuck with it. Sorry a one way door decision is a really big decision. Once you make the decision, you're stuck with it
a 2 way or decision means that there's another door, and you can walk right out. So the idea behind a one way door and a 2 way door decision is a one way. Door decision should be made with lots of data and lots of input from other people. A 2 way door decision is an easy decision, and you should make it really quickly. So this concept is really that we don't need permission. If we have a great idea.

we have high judgment, and know when to slow down and when to run.

We are scrappy, not crappy. We know that this is a long game, so we make the right investments for our future grit guides us. We know that our best lessons are learned from failure. We value safety, security, and compliance, and we always do the right thing to earn trust. So these were like the tenants or the ways of working that our team had put together for this startup.

And so what's really important about how this works is that these guide us right? So I open every single staff meeting by reading these.

That's not where I want to go. Okay.

perfect

and so I open every single staff meeting with these tenants. I read them all the time. When we get into battles or fights, we reference our ways of working. So then you're like, Okay, that's interesting. But, Sarah, you said the most important thing about culture is hiring who you fire and and what you recognize. So yes.

hiring should be a function of these ways of working. So what's really interesting is that if you take what I just read with you on the on these tenants,
care for our customers is number one. Ambiguity is number 2.

Positive thinking is number 3. Leadership number 4. High judgment ability to make trade-offs grit and earns trust. So if the ways of working is the most important thing to us, and that is our north star, and we can all agree to that. Then who we hire needs to be a function of these ways of working. So what's really interesting is you actually hire
for these ways of working. So if you as a team agree that this is what's really important. What you're looking for is you're looking to hire someone who is customer centric, who is comfortable with ambiguity, who has high judgment.

who has leadership, who has grit, who earns trust.

and you don't need all of these for every single hire. But what's really important is that you evaluate every single hire, and you figure out, is this a customer centric hire? Is this an ambiguity? Hire, and you prioritize your hiring based on your ways of working

And so I'm going to give you some examples of questions on how you can take that and then use that to determine your hiring. So things like question examples. Customer se centric. Tell me about a time when you needed to fight for something on behalf of a customer. What was the situation, and what did you do to support the customer of a situation? Right? So this is what you're testing. You're actually figuring out as you're hiring the person are you making? Are you asking the questions that are going to set up the situations to determine whether or not this person aligns to your ways of working. So it all kind of flows together right

high judgment. Tell me about a difficult decision you had to make. What factors did you consider right? Is this someone who has high judgment?

Grit? Tell me about a time when you failed. What did you learn? Right? So if grit is a prioritization for you of based on your ways of working that you prioritize grit, these are really important. And so you can figure out. Basically you can reverse engineer it and figure out, is this person gonna align to your ways of working as a team?

And

so from the questions, hiring is always a function of skill sets and traits. Okay, so what you wanna do when you're hiring. And you're gonna remember that hiring needs to align to your culture. What are the 3 skills that we need? And what are the 3 traits that we need? And so those traits come back

to those ways of working. So these are traits, right? Skills are like, can they code? Can they sell? Can they do all the things that you need them to do, whereas the traits are really, do they align to the corporate culture that we're building?

I'm gonna pause there on hiring. Are there questions on hiring? I can't see the chat. So yeah, no, we are caught up in the chat. Just some great comments love it. Share thanks for sharing Sarah. Love that it was collaborative with your team. No questions. Don't wanna write these in a vacuum, right? I remember, like one of my leaders came in. It was like, I have new tenants, and like

that doesn't do it right like, this is one of those things that you really want. Everybody kind of bought in on

so we talked about hiring. We actually just had one question pop in. Do you want to take it now, Sarah, or do you? Wanna okay, great. Thank you. So, Julia, ask, and Julia feel free to come off of mute if you'd like to elaborate on this. But Julia says, coming from Amazon, I know the Ips and how they use them very well, but I've never seen another company do this as well as Amazon. In fact, most organizations I've worked for, have tried to just copy what Amazon is doing.

What would you say to leaders to get them really think about? Excuse me to get them to really think about this and do the work to make sure it makes sense for their company.

That's a really great question. So yes, I've never seen anyone do it as well as Amazon? Right? They do it in everything they do. Every decision comes back to the leadership principles. They use them over and over and over again. What I did with my startup was, I took the same approach right, which was to do it over and over and over again, and to be really purposeful in how to do it.

And so one of the things that's that's really important is that the leaders are committed to it, and you, as the leader of your team, is committed to it, and so, if you are committed, and you read them all the time, and you use them, and you engage with them. They will serve you well if you write them and put them in a box, and never, ever show them again. They will sit there, and it was a waste of 4 outs, so that trick that I have on like sending coffee mugs with them on there. That trick that I have with like.

I mean, like I read them every single staff meeting. It's what I open my staff meeting with. And these aren't leadership principles. These are our teams tenants, right? These are our teams, ways of working.

And so I think if you're really consistent in it.

Then it becomes a manifestation. I also think that, like one of the things that's really important is using it for hiring and we're going to talk about using it for recognition, too. And so that's that's my opinion. Is that like.

if it's just something cheesy on the wall that some executives wrote. Then it's just something cheesy on the wall that some executives wrote. If it's something that you guys really, truly believe in

like that, impossible is an opinion. Not a fact like that's something that like

I mean, like my startup team, I mean, like. we didn't know what we were doing. And that's something that we used all the time. Right? We really, we really guided on it. And we're like, all right, this is crazy. Let's just

impossible. Someone else's opinion. Let's go right. I remember, like every Vc. We'd meet with was like, childcare is a tar pit. Everyone who goes here dies, and I was like, hmm!

This is your opinion, not mine. And so I think that like

if you use them consistently, then they then they're not something, and that just sits there.

so that's hiring. Recognition is also the same thing, right? So one of the things that's really important with recognition. And you'll you'll see this with culture that comes up all the time is, people are like, Oh, did you see? Billy worked all weekend long? That's so awesome. Billy's such a great employee.

Well, that sends this rippling message to everyone that what's really valued is working all weekend long. And so one of the things that I always tell my new leaders is that they really need to be really mindful of the shadow they cast as a leader. Right? I'm gonna say that again, you have to be mindful of the shadow you cast as a leader.

And so what's really important about this piece of of what we just did is that rewarding and recognizing also should align to your leadership principles right? Or to your ways of working. And so

who?

So

for me. I always make all of my rewards, tie back to my ways of working right. So like the grit guru, or the trustworthy trailblazer, or the trade off of the month right? Or the leadership lesson award, or the ambiguity ambassador, if you have. So if you guys remember, we go back to those ways of working that we wrote for drink care.

These were the ways of working. They were customer champion. It's comfortable with ambiguity. It's positive attitudes. Wh, that's really important to me. So if you have a positive player award, and I can call out Sally's positive attitude in a meeting, then I'm rewarding the culture that I want rewarded. And I'm not saying things like, Oh, Kelly worked 20 h on this project. She's a rock star.

right? That is, sending all the wrong messages, whereas if we're praising publicly all of the behaviors that we want as a line to what we originally said, we want, then it becomes really easy to keep doing that.

Another quote right? Remember what you do speak so loudly. No one can hear what you say, and this becomes especially true for culture. When you're when you're a leader.

I'm gonna pause on recognition. Are there questions around recognition?

We are caught up in the chat. Just another comment. That's a great idea to tie awards to the treats. Yes, thank you for that. But we're caught up on questions. If you'd like to come up with mute. Please feel free

alright. So I'm gonna talk a little bit about

dismissals, etc., etc., etc., and performance evaluations. So I also believe that the ways of working tie back into the performance evaluations. So I remember one of my really early performance evaluations at Amazon. They were like, well, that person doesn't have executive presence.

And I remember watching this leader be like which leadership principle is executive presence and like it's not.

And so they're like, then we don't discuss that. And I remember that that example really stood out of my head.

But, like

these are what we measure to. We measure to your customer champion ability. We measure to your ability with ambiguity. We give you feedback on whether or not you're trustworthy. And so I share that with you because I took that same kind of mindset with with the startup.

I also believe in that today, right? Like all of my coaching that I'm going to give. Someone is tied to these principles right? So like, Hey, listen. You made a decision. You went really negative. In that meeting.

We have a positive culture here.

Cool that in our mind is something that's coachable and something that we can give feedback on, and you already set the scoreboard. So you already know that that's that's something I'm gonna get feedback on is that we value positive grit. He gave up on that assignment. You came to me really early. We value grid

cool like it's all comes together right? And so then then it's really easy to know what the leaders are looking for. So that's kind of that that last piece.

So what if you're like sitting here? And you're like, sir? This is so awesome. I wish I could do this. But my corporate culture, we're not there. So you are all leaders. That was one of the things that kind of impressed me about the titles of this group is that someone is looking up to you right? So this is really your opportunity. You can start small, and you can do it with whomever you want.

I also want to talk a little bit about corporate culture as the ability to change it. And so brands are always really, really, flexible. And you can think about this with like

Uber there, a few months ago there was all this negative. Few years ago there was all this negative press on Uber, and like nobody talks about that now. Right brands are super flexible and corporate culture is also super flexible. Left to its own devices. It will do what it wants. But you can be really, really purposeful on your corporate culture.

Does anyone know who this guy is.

you can put it in the chat. You can shout it out. Anyone know who he is?

No, not one person on this call knows who the student is

and that is, that is actually by design. I've I've I've used this example. I don't know 30 times. No one's ever know who he is so. This is Arthur Nobel. What is Arthur Nobel famous for?

Is it in the chat, Arthur? No bell? Someone said, Oh, Sigmund Freud! No pipe! And then someone said, some prize.

He is famous for our price, Nobel Peace Prize, right? None of you knew who this human being was, but you actually do know when I said that it's Arthur Nobel that Arthur Nobel is famous for the Nobel Peace Prize. What's really interesting about Arthur Nobel is that actually Arthur Nobel made dynamite

he made all of his money off of dynamite, and so once upon a time, Arthur Nobel had a brother who was in Germany, or something like that. And Arthur Nobel's brother, died.

and when he died

the headlines, the newspapers thought that Arthur Nobel had died, and the headlines read, the Minister of Death is dead. and Arthur Nobel is very much alive, and he's reading these headlines. His brother is dead. I'm sure he's sad about that. But what he was really sad about was that when he dies he will be known as the Minister of Death, and he was like.

no way. This is not what I'm Gonna be known for. And so he donated all of his money towards the Nobel Peace Prize. And so, hundreds of years later, I think it's like a hundred 50 years later we are sitting in a class. Not one of you knew who this dude was, but every one of you when I said his name associated him with peace right? Because he was purposeful, and he was like.

I want to fix this, and I want this to be what I'm known for moving forward. The same is true for your corporate culture, your team culture, your organizational culture. If you decide that this is something that's really important to you and something that you want to go after

scaling and making impactful. You can do this. It's just something that you're gonna need to be really strong in your conviction, because you're gonna need people to be willing to follow right and setting the corporate culture. And so I think that question that was asked was really important of like, well, Amazon does as well, but no one else seems to do it. Amazon, does it?

Well cause we all drink the Kool-aid and believe in it.

and my startup did it well, because I forced that the cooling we all believed in it. But I would say that that is, that is true for anyone that I've worked with on on corporate culture. The the most concerning corporate culture of all is when it's like ice or gasoline, and it's undifferentiated right? Like no one knows the brands of ice or gasoline and so I often joke that great people leave bad corporate culture.

Bad people leave great corporate culture. Right? So if you get this right, the bad people leave pretty instantly, cause they're not bought into this. And then the great people are what's left standing.

so I'm going to pause there because that's kind of the end of culture. And then I do want to talk a little bit about prospecting and prospecting enablement

any comments on culture overall.

Love the example of borrowing, Eric. Thank you. Yeah. Great comment. No questions at the moment, though

I'm I'm trying to hold mine till the end cause I promised to heckle you, Sarah.

and th. This is exceeding expectations, and they were high. So thank you. But my overarching question, which you can kind of say till the end, because it applies to all of this as a sales and enablement professional, myself identifying as such.

I see very little to none of this in the definitions of job descriptions of people of postings for the title of sales enablement.

And my worldview is every single thing you're saying is, what enablement is. So I love that you wrote everything you just shared. Can you write a job description that it changes the industry,

whether you call it revenue, enablement or sales enablement, or just enablement or quant enablement like, Please.

Il totally agree with you. And one of the things that's super interesting when I got into enablement is, I was like, huh!

The job description said that I do this, and it's cats. But I actually do puppies. And so one of the things that I really discovered was that I was that that if I didn't do this pieces of it I couldn't do the other pieces right if I if I didn't understand the corporate culture. I can't train to it. I can't align to it. I can't. I can't get. We're gonna talk about prospecting enablement, which is really interesting, because it drives

a lot of revenue. You can't get any of that without good corporate culture. And so

I think about this culture piece is the foundation

of what needs to happen in order to build the building blocks. And so, while one of the things that's really, really, really interesting is that as you get further along in your career, you can pick up incremental scope by going after the things that nobody is owning.

And so this is something that nobody in the org owns. And this is a really good example to provide extra value for yourself and grow your own brand, because it's such an important function that has no ownership.

And so, if you are capable of picking this up, this is how you write your ticket to the C-suite right or or write your ticket to bonuses, or write your ticket to all the things is because this is an area of the org that nobody is focusing on. But it's critical. And when it's done right, the impact is. it's a 1010 x multiplier. So

you're operating in the gap, if I may. And what I wrote down is my, I have a website called Orchestrate Sales. It's founded kind in this same space, and what I wrote down is what you are doing. Sarah is orchestrating cross functional alignment of corporate culture and customer value right? The values internally and the value that we as a company need to drive, based on the value a client sees, connect our products, features, and speak to that, not the products and features

walk in the value that you are, and the value you can provide to a client.

This is the sauce right? If you get this sauce right, then you're doing that, and then you're not feature dumping, or and then no one's. Everyone's super engaged in your content. And they're not just clicking through it to get their their scores right. And so that's why this was so important. Any other kind of comments or questions on this one, and then I'll talk a little bit about prospecting enablement. Yes, thank you. There is a question for Maureen just a moment ago.

What do you mean? It becomes a cult
cult. Culture.

Yes, okay, becomes the culture becomes the way of working, not cold. This is the over flexing of culture. This is becomes the bad view of it. I worked in a couple of organizations where like, Oh, you gotta do this, you gotta be that. And it becomes a cult. And so people are like, they don't understand what it means.

and the one I'm interpreting. What you say is, these are just good business practices. You are standardizing the way that you do things which a lot of organizations think need to happen when you have 1,000 people and should happen when you have, like 75 people so early. Yeah, I think this idea. I. You know, Il do believe, building an environment where you can

collaborate share ideas build upon that is phenomenal. I have not seen very many companies that do that in any way, shape or form.

That you used to be able to fail fast and then learn from that. Now, failure is like, Oh, you can't fail at all. So we don't do anything innovative anymore. And I believe that's why we're in the situation that we're in. So a lot of those things. So that's what I mean by what do you do when it becomes a cult?

Yeah, instead of

a place to work? Yeah, so I think that one of the most important things about corporate culture is that it continues to adapt, and that it continues to change. And so one of the things that I preface this all with was that this is going to be frequently changing. I also think it's really important that you self reflect. And you, you kind of evaluate how you're doing on a frequent basis. And so

I think that the like, the cult of it's not okay to fail. Well, if that's something that we've adapted into our culture like, then we need a tenant, and we need a rule. We need to save it over and over again. That failure is okay. And like that starts with you as you believe it. And so it transcends other people who look up to you. And so, whenever I want to work on something that I want to improve for myself, I change my passwords to some derivative of that word that I want to type over and over again, and so I would make my password like failures. Cool. 4, 7, 2, 2, or whatever, and I type it over and over again. Be so that it reminds me that I am working on that and I'm I'm teaching others that I'm making it okay? And I'm gonna work that into almost every conversation. Right? That I'm gonna like, bring that up frequently, like hey? We have the failure of the month. Let's do this and celebrate it, and and like up like literally, I would give an award for the biggest who took the biggest risk of the month.

And put some cash next to it, or Starbucks cards?

And so like you can, you can fix anything right like that's my point. Is that like you can branch shift almost anything if you're purposeful on it.

So cool. That was a great comment. All right. So we have prospecting enablement. And I say this one for last.

this one in my mind, is is one of those things that's a really big rock that's quick to show your value. And so one of the nice things about prospecting is that you all work in in companies that care about revenue right? And you all work in some facet of sales or sales enablement of some sort, and so prospecting enablement in my mind, is the biggest. So like early on in my career. I got promoted for all the things I said yes to. I raised my hand for everything I was like, and I'll do it, and I'll do it, and I'll oh, oh, I got that one to you guys like I raised my hand for everything. As I got further along in my career. I realized that, like the most important things, were the things I said. No, to what actually got me promoted was all the things that I like refused to do because I had enough confidence to be like. No, no, that's not important in my mind. Prospecting enablement is the thing you say yes to. And the reason why is because this is the area that is the easiest to show big numbers. So we're gonna talk a little bit about prospecting enablement. So I'm a really big believer in creating a prospecting culture. This kind of comes back to that.

And so one of the things that you can go to with a big idea is you can go to your leaders. You can go to whomever and say I want to have a monthly prospecting contest. I wanna have a prospecting day. I would. I would strongly suggest.

if you're gonna do it, that you don't do it more than once a month because it kind of loses that specialness.

But if you're gonna create a new mechanism around exciting the field around prospecting. This is one of those enablement steps that just

looks good on a performance review always has big numbers. And so we'll talk about it. It implemented prospecting day. Globally for AWS! I started running that program. It fell under my org. And I remember early on we started looking at like, is this effective, and, like the sales leaders, loved it. The field was like, I'm sometimes we we heard kind of those anecdotes like sometimes I just put in fake opportunities. So we actually really dove into this and did like an econometric study on this. And what we found is that by making a one off day once a month, where everyone bought in. We did get a huge uptick in prospecting and so I am a really big believer in doing this. I think what's really important about if you're gonna get into a prospecting enablement program is that you're specific and what you're targeting. So if you're like, Hey, everybody, go ahead and prospect. You're gonna get a bunch of garbage. If you're really specific in like, Hey, we're gonna do a prospecting day for this specific opportunity or this thing, and you can make it special, right? Like one of the things that, like I do with my kids is like

I make fake holidays. To like make things feel special prospecting. Enablement is kind of the same thing in my mind is like, Oh, we're gonna put together a day that's dedicated to prospecting. So I'm gonna share with you an example of prospecting enablement. When I got to Amazon care, we struggled with a culture of prospecting. And so I did add a once a month. Prospecting day for the entire org. 1 one month. I did regional Olympics. We'll talk a little bit about that

some days. I did color wars where I had like the different teams fighting against each other. And so what you're doing with prospecting

day is your really first year. You're gonna give them some enablement or some content that teaches them new and exciting things to amp up to go sell their their people right? So prospecting day should never just be about prospecting. It should always have a learning element to it. So you should always open with some sort of new and exciting content. Right?

And then

it should be very time bound. I like one day

with a global team or something like that. You might need 2 days because you might need the time for them to catch up. And then I really believe in making your prospecting days fun. And I think that this kind of comes back to like my opinion that like this should always be a good time. so one example, we did region Olympics. We had every one make a flag for their region. We had them select walk-up songs, pick a team, captain, and then I had events set up that they could meddle in right. So number of meetings, scheduled Cxo out outrage so who could get the most Cxo appointments.

We did a LinkedIn challenge on like posting something on LinkedIn about the company, and who could get the most likes on that. We we had a marketing webinar, so something to like, promote who can get the most sign ups, and then, like a team award for the most points.

So something like this. And like, I'm sharing this as an example of prospecting enablement, because this is the stuff that really trickles down and gives you big numbers right? So you're like, Oh, when you're writing your performance evaluation, or when you're trying to get your budget for next year, if you're like, hey? Prospecting enablement grew, you know, 27 million dollars an opportunity. This is a really good place to get investment.

And so the reason why I'm going so deep on this one, and it seems somewhat tactical, is, remember, I said, I like really like the theory, and then I like the like tactical. Go do it. This is kind of that tactical. Go do it idea.

one of the things that I think a lot about is like those big ideas right? And so prospecting enablement is a big idea. One of my favorite stories is there's a hotel in Disney called the Magic Castle Hotel, right. And it's it's disgusting. It like looks gross like it is like this yellow display. disgusting gross hotel. And I looked, and it is like the Number One hotel in all of Los Angeles. And I'm like, why is this disgusting hotel the number one hotel in all of Los Angeles.

and I come to find out that this mad Magic Castle Hotel has this phone next to their pool, called the Popsicle Hotline. And anyone who's bored can walk over and pick up this phone and call it and be like there's a popsicle emergency, and a butler will come to the pool and bring the popsicles and like hand them out

and they make a really big deal over it, and parents love it, and the kids love it, and everyone's like, Oh, my gosh! You have to say the Popsicle Hotline Hotel, and it's really exciting. And it got really good reviews. And so I think about the person who came up with that idea. They were like sitting around at a boardroom, and they're like our hotel really sucks. What if we do this one thing? And it would be really cool.

I think, about those ideas frequently of like, is this a popsicle hotline idea where we should like stop the process and go do it. In my mind. Prospecting enablement is like a popsicle hotline idea. It is like one of those things that just

is like, oh, why did we think about this earlier. Why aren't we doing this? And so if you're gonna like, put your name next to it, as I'm saying this, if you're like, oh, I have other popsicle hotline ideas like those are the ideas that you do want to surface because they're good for you and good for your career and good for the business. And so in my mind.

prospecting enablement is like one of those things that's just popsicle hotline, right? It just grows the revenue.

So I will pause. There are there other comments, questions, etc.?

So we talked a little bit about prospecting. Yeah, I'll just stop there for a second, and then, yeah, absolutely. Thank you, Sarah. We did a question a moment ago when we were on different subject from Jessica. Jessica asks, How do you reconcile performance versus culture, recognition?

Oh, great question. I think of performance as one input

and so in my mind, like, there's the numbers. Did they sell? Did they do these things? Those should all be recognized.

And then there's the ways of doing it. The ways of recognizing. Did they do it with ethics and integrity. Did they do it aligned to your culture today? And so like, you want to praise both those right. If you're only praising the like big sales numbers that actually results in like other behavior. That isn't as lovely. And so there's what people do, and there's how they do it. And so I'm a pretty big believer in praising both in an equal proportion.

Okay, makes sense. Thank you.

So we talked about prospect enablement. How often does it really work? Yes, it really works.

We've done all these studies. It really does build the funnel.

And so we talked about that.

Let's talk a little bit about prize examples. I happen to be a pretty frugal person. So I love like a team builder for the winning team. Door dashing to everyone's house. I love it like if the whole team does something, and a Vp does something silly like cleans everyone's car, clean someone's car or sinks carpool karaoke like that's kind of fun.

or you can do things that are rewarding to the team that don't cost any money like no funnel reviews for a week for the winning team. Or everybody gets a day off. If we

500 million dollars an opportunity to the funnel. I mean, there's lots of things you can do, or an afternoon off, or whatever

so lots of easy ways. I love prizes, even if they're not that valuable, even if they're like bragging rights. The fact that they win is what people normally get excited about.

So yeah, love a good prize. And that is so let's talk a little bit. Let's stop for a second. I'm gonna stop my my screen so I can see all of you.

So what did you learn out of this presentation? What did you take away?

I'm officially adding, That is a Popsicle hotline level idea to my repertoire. I know you can text, but I was giving you a shout out and an idea that's super cheap that I resemble.

I was at a company called Showpad. I built out their enablement advisory services, and one of our global leaders had had a beard for 30 years.

and it said, if y'all can get our revenue run right up 10 million over the next year I'll shave this, and everyone's like whatever 11 million. Later, right? He and did it live? They like shaved him as part of the sk. It was so awesome.

And I love those sort of things right like I'll have my hair purple. I'll do whatever.

yeah, I think I saw a platinum in the thomas turned platinum.

Yeah, yeah, I think all those things add to culture add to fun. They're not necessarily they're not the things that you're like. I'm gonna say this company or leave this company for. But it's something that creates energy, and that energy creates momentum, and the momentum creates, sales and sales create success, and everyone's happy.

What else did people get away? Take away from this.

I love the have to want to get to. I mean, I've heard that used before, but I haven't seen the specifics that you spelled out, and that was very practical and useful. That's something I can definitely use.

Excellent.

Well, we are at the end of our hour, and like I said, I wanna, I have a question, Sara Sarah. So and this is more not necessarily related to what today's content in general enablement. Right?

So

you know, as enablement team. We all kind of prepared assessments for the

I know I like in one of the previous sessions. I mean, somebody said that they don't like assessment, you know, create the content, but don't really test people on whether they've gone through there understood there, you know, they've adopted everything. So my question to you is, basically, what's your take on assessments and then.

and I'll also preface this with my experience there, that you know, when we build the assessments on any content sales related or anything there could be, there can be multiple choice assessments that people can just guess and and finish it and pass it. And then you would think that okay, they've understood the concept and everything. But that may not be true. If you keep it longer. Free. Free form, text, hey? You know. Describe what you understood from this, and you know, give a scenario, and then they will write something. So what happens in those cases is like they tend to procrastinate. They don't take those tests. And my the stats that I've accumulated in in those things is that if it's multiple choice, people will take the test and clear it. And you get the stats. Everything that okay, you know, these people have completed the training and all. If you keep it free, form and all, it takes time, because, like, then they will not do it immediately. And then the third option which I've also done is the practical training actually role place? Right? So you, you give the training. And then you do the role plays where somebody in the leadership will act as a client or prospect. And then, you know, the Ae is actually pitching for that thing. So there are 3 forms of assessments that I have done with my teams, and I have a different results. And the you know, the the the ex. You know the training completion sort of thing. Wanted to understand what you've seen and what's your thoughts on those things? Yeah, I'll give you my opinion. I think that there's there's a time in place for multiple choice. If you're doing a security questionnaire or something like that, where we need to just make note that everybody knows this fine there is more complex topics that should be done with role plays and certification programs and the things that are really going to lead to revenue, and those should be done to right that I have to. I want to get to I freeform, and you can't coach it unless you have like one of these software products that can coach the free form. So that one I feel less. I feel less interested in, because, if you're like oh, they spent all this time to write it, but I can't give them feedback on it. That takes away some of the the goal of having them write it right. but there will be feedback in that case, like, you know, they will be answered later. They will be writing the answers, and then somebody will have to go through, read through it, and then provide the feedback which takes time. Right? Yeah. My thoughts on all of that is that you know it takes time to do those sort of things, and so if you can't provide the feedback, you shouldn't right. We should only measure the things that matter and so I'm just frugal with the time. So if this is like, you guys are rolling out a brand new product. We wanna make sure everybody understands it like, that's a certification program. If it's can they, Demo? That's probably a live certification with live feedback. If it's things like, can they explain deeply generative AI, and understand the tokens implications when they're most likely going to use as sales engineer anyway, like. by all means like, let's not. Let's not over train on deep topics that they're gonna like, let's be frugal. Let's train on the right things. So that's probably my mental model on that. One is like, there's no right answer. You shouldn't always do one or the other. It should be dependent on what the topic is

awesome. Well, was this valuable? Was this a valuable course for everyone?

Yes, great.

awesome. Well, I appreciate everyone spending 4 weeks with us. And thanks. Make sure you fill out the surveys and give us all the feedback. So

absolutely. Thank you so much, Sarah, for wrapping us up today with the grand finale that was absolutely fantastic. A lot of wonderful takeaways I know everyone can put into action right away. We look forward to Hopeful on next time. Yes, Sarah, please take a moment to share the feed. Excuse me, share your feedback and the surveys we sent. There's one for today's class as well as the entire course, so we would love to hear from you.

Use the little box to share your thoughts of what you'd love to see, what you'd like to see more of in the next time. In the meantime, have a wonderful week ahead. If you did complete your attendance, you will be able to download your certificate. Just one brief housekeeping if you did try to download the presentation Dex within the last few days, and the link wasn't working. It is up and running, you can access them now. And also, if you have any questions regarding your certificate, please don't hesitate to reach out to us.

We can definitely share it to you, share it with you if it's easier.

Thank you. Everyone. Take care. Thank you.

Bye-bye.