

# The 'Be Do Have' Model for Sales Success



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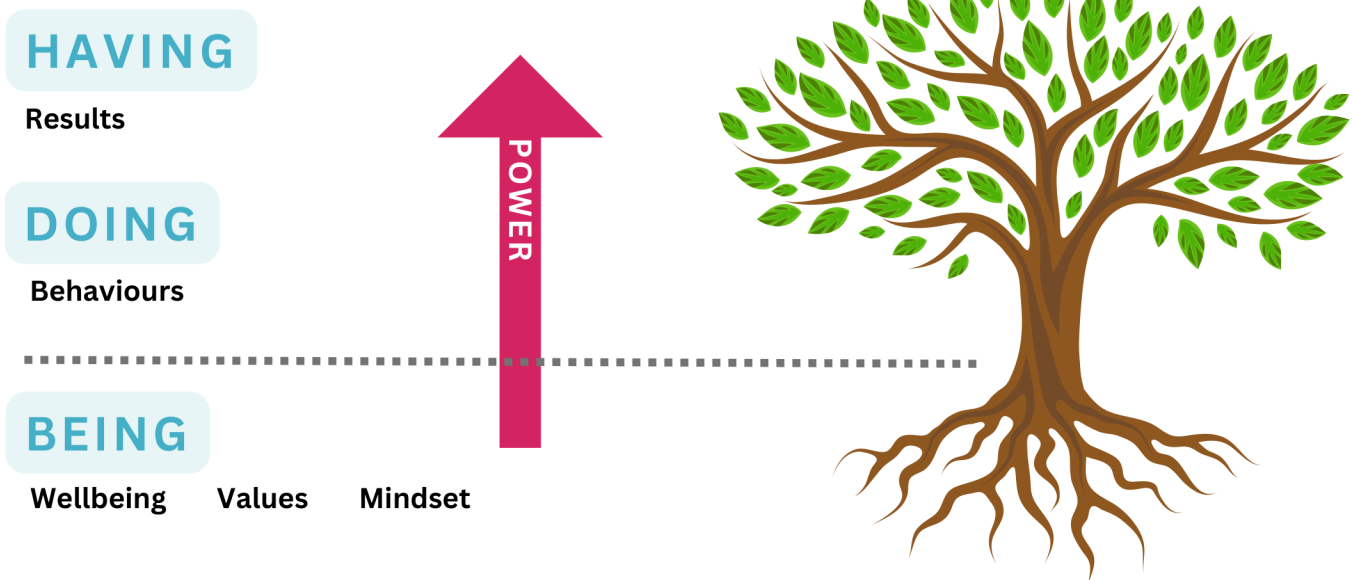


# BEING DOING HAVING

## The Real Reason Your Team May Not Be Hitting Its Targets

The *Being Doing Having* model is a great tool for sales leaders to **diagnose why team members may be underperforming**. It can help reveal the changes that need to be made to get them back on track.

The basic idea is that sustained sales performance ultimately derives from often unseen or unconscious forces. These form part of our *Being* and include aspects such as Wellbeing, Values and Mindsets.



When you understand this model, you can become a more skilful sales leader who can grow revenue much more sustainably. Your team members will sell more and they will want to keep working in your team.



## HOW DOES THIS MODEL WORK?

The *Being Doing Having* model helps us to distinguish between the different dimensions that contribute to performance.

The results that we get (*Having*), derive from the efforts we make (*Doing*). These things are largely visible to ourselves and others. If we don't put in the work, we will stop getting results.

Our behaviours support the outcomes we are seeking to achieve, in the same way as a tree trunk will support the branches that yield leaves and fruit.

When we learn a new discipline (e.g. playing a musical instrument), we practice in order to improve our skill level and get better results. This creates a familiar loop between *Doing* and *Having* that leads to unconscious competence.

However, what happens when our results start to level off or even decline? Our skills don't suddenly disappear- so what could be the cause?

This is where the *Being* level becomes important.

## THE BEING LEVEL - THE UNSEEN FOUNDATION OF SUCCESS

We do not see the roots of a tree, but if they are not fed or watered, we will see a decline in the health of the tree.

The 'roots' are a useful analogy for the *Being* dimension. In humans these represent the deeper psychological constructs that reinforce our sense of identity and our relationship to the world.

These are formed in childhood and help us to survive and thrive. These 'roots' can be segmented into three categories, outlined on the next page.





## TENDING TO THE ROOTS

The landscape of B2B sales has shifted rapidly in the past decade. Sales professionals need to continuously adapt and learn whilst meeting targets. This context is filled with setbacks and challenges, which can test the even the strongest performers. It is not surprising that there are high rates of burnout and staff turnover in sales teams.

Sales leaders can make a real difference however. Those who want to resolve the root cause of underperformance and set their team members up for success, can pay close attention to the following three *Being* dimensions.

### Wellbeing

When our physical, emotional or spiritual wellbeing is compromised, we have more stress and less energy.

This will affect our ability to perform in a sustainable way, and it will have a negative impact on our relationships.

**Are your team members energised or depleted?**

### Values

We are all guided by our values, things which we deem to be important. Typical examples would be Honesty, Respect, Growth, Teamwork, or Creativity.

If they are missing in our lives or not valued in our workplace, it can impact our motivation.

**Is there a good alignment between your organisational values and the individual values of your team members?**

### Mindset

Our mindsets are shaped by our perceptions and beliefs about a situation.

For example, if we feel powerless to change a situation, it can lead to a negative or 'victim' mindset. The opposite of this is an 'agent' mindset, where we are more willing to look for solutions.

**Do your team members own their commitments or do they make excuses?**





## CASE STUDY: Why Jack Couldn't Sell

Jack was a high performing sales representative and had 10 years of experience in the machine tools industry. He recently moved to a better paying role selling insurance products.

The organisation was very target-driven and there was fierce competition amongst the sales team to get on top of the monthly leaderboard.

After six months it was evident that Jack was struggling. His team leader found him a coach who introduced him to the *Being Doing Having* tool to help diagnose the problem.

Jack was using all of the skills that had paid off for him in the past. He could make cold calls, build relationships, discover client needs and write great proposals. He was doing a great job at the *Doing* level and would normally expect to see results.

Probing deeper, his coach discovered a number of issues relating to Jack's context. The new work culture was very different to what he was used to. His colleagues were pushy and less willing to help each other out. It was dog-eat-dog!

Also, there was an ethos in the firm of manipulating clients to buy products they didn't really need. Finally, some of the products were very complex and he felt out of his depth when explaining them to clients.



He had not previously revealed any of these concerns to his boss, as he was hoping he would magically find a way to overcome them (and he didn't want to look weak!).

It was clear that Jack was struggling at the *Being* level. Let's have a closer look at this.

### **In Poor Shape**

Jack was stressed, tired and lacking confidence. He was drinking more alcohol in the evenings and this was impacting his sleep quality. Overall, his low energy levels were making his situation worse.

### **Values Conflict**

Jack was not comfortable with the idea of manipulating clients to get a sale. He valued honesty and he felt that this approach was dishonest.

### **Victim Mindset**

He felt powerless to change his situation. The products were too complex and all he could see were obstacles and problems. He was stuck in a 'victim' mindset.

[Find out how Jack overcomes his sales challenges...](#)



## What Did Jack Do?

Jack considered quitting, but armed with his deeper insights, he resolved to approach his work differently. He ditched the 'victim' mindset in favour of an 'agent' mindset and starting looking for solutions.

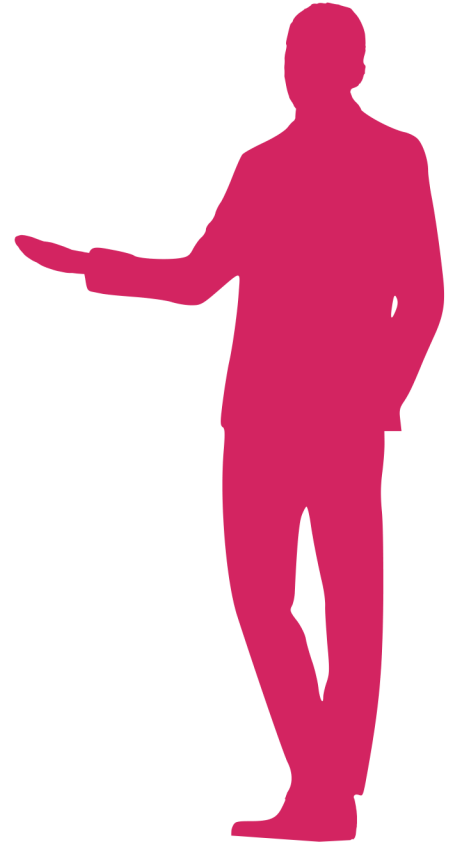
He approached his boss to ask for mentoring to better understand the products, and became more confident as a result. He also enrolled in some external training.

Finally, he realised that he didn't need to compromise his values to be on top of the team leaderboard. It was more important for him to sell less (whilst still making his targets), but do so honestly.

Jack also realised that he wasn't taking care of himself and reduced his alcohol intake, which improved his sleep and energy.

He started to enjoy his work a lot more and relished the challenge of improving his numbers.

As a result, he was able to dramatically improve his performance and his confidence in the role.



## Importance of Alignment

This model shows us that it is crucial to have alignment between the *Being* and *Doing* levels in order to see results at the *Having* level. Jack took steps to improve his wellbeing and his mindset, so that he could operate in line with his values.

This alignment creates a type of power or momentum that helps to navigate the choppy waters that we sometimes face, without being overwhelmed.



## HOW CAN YOU USE THIS TOOL WITH YOUR TEAM?

Since sales leaders are often operating in high pressure environments, they can get great results from examining the '*Being*' level, both for themselves and the people they lead.

Here are some suggestions for how to use this tool with your team:

- **Manage your own stress:** If you are feeling stressed, your team will notice! They will be less open about their concerns and may hide bad news from you. You will also have less capacity to notice what they need to perform.
- **Do informal check-ins:** Encourage team members to open up about any concerns or doubts they have about themselves, their market or the sales process.
- **Use coaching to support & challenge:** Coaching helps to move people forward by listening to their concerns (support) and asking powerful questions that lead to new ideas and action (challenge). Sales leaders can learn these valuable skills.
- **Say what you see:** If you notice shifts in behaviours or attitudes, respectfully point it out and probe for the underlying reasons. e.g. "I noticed you seem a bit quieter than usual in our team meetings. Is everything ok?"
- **Set individuals up for success:** Recognise that each individual will need different things to be successful and where possible, offer additional support. This may include ongoing sales coaching and resilience training.
- **Foster team collaboration:** Whilst team members may have individual targets and territories, it should be possible to create a team culture where people look out for one another. Educate them to understand the impact of stress and discuss solutions for how a strong group connection can mitigate against it.



# HOW CAN WE HELP YOU?



## WiserWorking

Resilient People. Resilient Organisations.

Wiser Working is an award-winning people development consultancy, that helps businesses to grow without burning out their people.

Our mission is to help organisations and their people operate at their best. We do this through coaching, consulting, and training interventions that focus on personal development, resilience and wellbeing.

Our facilitators and coaches bring experience, knowledge and enthusiasm to our programmes, but most importantly we get results.

In 2022, Wiser Working was awarded 'Best Consultancy' at the prestigious CIPD Awards.

### **How we help sales leaders:**

- Improve team coaching skills
- Address underperformance
- Prevent burnout in their teams
- Optimise communication using psychometrics like DISC and MBTI
- Enhance the sales capability of their team members
- Build personal and team resilience

*Please call or email us for an informal chat about your needs.*

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