Incrementum

Leading the Incrementum Way

Twelve leadership principles for the people who manage sales and service teams, and a coaching guide to every principle their teams are asked to live. A programme prospectus for directors and heads of function.

The manager decides whether it lasts

A team trained without its manager drifts back to where it was within a month. This programme is for the manager.

Lead from the floor, not the office

Ten at Ten every morning, Show Me all day, the coaching plan before every session. A daily rhythm, not a management style.

Measured, not hoped for

The team's numbers, and the manager's own, taken before we start, when we finish, and at the end of the following quarter.

Ray Costello
Founder, Incrementum

incrementum.ie

THE PROGRAMME

Most managers were promoted because they were good at the job. Nobody taught them the new one.

Leading the Incrementum Way is for sales managers, team leaders, supervisors and the directors above them. It teaches the job they were actually given: making the people in front of the customer better, every day, and proving it.

In every team I have trained, the manager decided whether it lasted. Not the content, not the room, not the budget. A manager who ran the morning huddle, walked the floor and asked to see the work kept the gains and built on them. A manager who went back to the office and the spreadsheet watched the team drift back to where it started within a month, and usually blamed the training.

So this is a programme about the manager's own behaviour. Twelve principles, drawn from the Incrementum Sales Management book, that separate the manager whose team performs from the one whose team nearly does. And a coaching guide to every principle the team is asked to live, so that the manager knows what good looks like on the floor and has the one question that finds out whether it is happening.

You need it when a good team has been trained before and it faded, when managers were promoted from the floor and never shown how to manage, when results are managed instead of the activity that produces them, or when the people who should be leading are hiding in the office.

TWO TRACKS, ONE PROGRAMME

For leaders of sales teams

The twelve principles and the coaching guide to the fifty selling principles: what good looks like on the floor for each, and the Show Me question that finds out.

For leaders of service teams

The twelve principles and the coaching guide to the forty customer experience principles, with the measures that matter on a service floor: resolution rather than speed, and the clock set for every customer.

Sales and service managers can train together. The leadership job is the same; only the floor is different.

On its own, or alongside the team programme

The programme is the same for a team of two and a team of two hundred. What changes is the fit: your examples, your pace, your room. That is what Discovery is for, and it is done before day one.

Run alone, it is a management programme that changes how a team is led, whatever training the team has had. Run alongside Selling or Serving the Incrementum Way, the managers go through it first, so that by the team's day one they are already leading the way the programme needs.

Twelve principles, and a coaching guide to every one the team lives.

Part One is the manager's own behaviour. Part Two is how the manager coaches the team's principles on the floor, one Show Me question at a time.

Part One: the twelve leadership principles

1. If You're Not Selling, You're Support
The people facing the customer bring in every euro. Everyone else, including you, is there to make them the hero.

2. Take the Blame, Give the Praise Away
When the team misses, it is your fault. When they beat target, it was all them. Say both out loud.

3. Your Attitude Infects Theirs
Everyone underneath you catches whichever attitude you pick. Choose it on purpose.

4. Sell One Today
Daily goals beat monthly goals every time. Help every person win one today, then one more.

5. Show Me
Ask a good question, listen to the answer, and then say: “Great, show me.”

6. Ten at Ten
Ten minutes, ten o'clock, everyone standing, no phones, every working day.

7. Drive Activity, Not Box Ticking
If they are not in front of a customer, they are working a moneymaker. The only activity target that works.

8. Manage the Activity, the Results Follow
Results tell you what happened. Activity tells you why, and it is the only thing you can change.

9. Be Dissatisfied
Celebrate the win for ten minutes, then get back to work. The feather has to stay in the air.

10. Treat Them Like Volunteers
Aim to be liked and respected. You cannot lead for long with only one of them.

11. Rules Need Consequences
Process needs rules. Rules need consequences. Accountability is not punishment.

12. Be Lazy
Solve turnover, dump the busywork, manage up, and you will have the time to actually lead.

Part Two: coaching the principles

For every principle in the team programme, fifty for sales or forty for service, the coaching guide gives the manager two things: what good looks like on the floor when the principle is being lived, and the Show Me question to ask when it cannot yet be seen. Ask, listen, and then say: “Great, show me.”

Each phase of the team programme ends with a coaching plan page in the manager's workbook: who on the team needs this phase most, what will be run at the Ten at Ten, what was seen on the floor, and the number that moved. It is filled in during the fortnight and brought to the check-in call before the next training day.

An example from the guide

Principle: Nobody Loves the Phone.
What good looks like: a prospecting block in the diary at the same time every day, held like a customer appointment, with the calls logged as they happen rather than at five o'clock.
The Show Me question: “Show me today's block in your diary, and the last three calls you made in it.”

Fifty of these for a sales floor, forty for a service floor, each one written so that a manager can use it on a Tuesday morning without preparation.

HOW THE PROGRAMME RUNS

Three days in the room. The job is done on the floor.

Eight to twelve managers in a room, three training days, and a daily rhythm between them that becomes how the team is run from then on.

1

Discovery

Three days learning how your teams are led today: a day on the floor with each team's manager, the numbers as they are actually reported, and an hour with you and each manager. You receive a written diagnostic and the first measurement.

2

Training days

Three days, a fortnight or a week apart. Eight to twelve managers at tables, with the real team numbers, real one to ones roleplayed, and the huddle rehearsed until it takes ten minutes.

3

Between the days

One leadership principle a day in the workbook. Ten at Ten run every working day. Show Me on the floor, all day. A coaching plan page before every training day, and a check-in call with me.

4

Follow up and measurement

Second measurement at the finish. Return visits at two weeks and four weeks, half a day each on the floor with the managers. Final measurement at the end of the following quarter.

The three days

1	**The job you were actually given** Principles 1 to 4 and 9	If you are not selling or serving, you are support. Take the blame and give the praise away. Your attitude infects theirs. Sell one today. Be dissatisfied. Each manager writes down what their team should be able to expect from them, and reads it back.
2	**The daily rhythm** Principles 5 to 8	Show Me. Ten at Ten. Drive activity, not box ticking. Manage the activity, the results follow. The huddle is built and rehearsed, the moneymakers list is written for each team, and every report on the manager's desk is kept or stopped.
3	**The team, and coaching the principles** Principles 10 to 12, and Part Two	Treat them like volunteers. Rules need consequences. Be lazy: solve turnover, dump the busywork, manage up. Then the coaching guide: for every principle the team lives, what good looks like and the Show Me question, practised on the manager's own team.

STANDARD

One day a fortnight

Six weeks from day one to day three, with a full fortnight of Ten at Ten and Show Me between each. The pace to choose when the managers are also running a busy floor.

INTENSIVE

One day a week

Three weeks from day one to day three. The right pace when the team programme starts straight afterwards, or when a leadership team needs to be running the rhythm inside the month.

OUTCOMES

What you will see, and what we will measure.

You will know this programme has worked by walking onto the floor at ten o'clock on an ordinary Tuesday, and by what the team's numbers do over the following quarter.

What you will see

- **Ten at Ten, every working day.** Ten minutes, standing, no phones, one principle, the board open to all. Held on the days the manager would rather not.
- **Managers on the floor.** Asking open questions, listening, and saying “great, show me”. The vague answer no longer survives the morning.
- **Activity managed, not results.** Every manager knows the three inputs that produce their team's number, and manages those. Box ticking targets are gone.
- **Rules with consequences.** Three to five behaviours written down for every team, one rule behind each, applied the same way to the top performer and the newest starter.
- **The praise given away.** Managers who take the miss publicly and name the people who delivered the win. The team notices inside a week.

The numbers

The manager's own measures, and the team's, taken before we start, when we finish, and at the end of the following quarter.

Huddles held

Ten at Ten held, out of working days. The simplest measure of whether the rhythm exists.

Activity per person

The three inputs each manager has chosen for their team, tracked weekly and read at the huddle.

The team's five numbers

Whichever team programme applies: enquiry to appointment, show rate and the rest for sales; complaints per hundred, first contact resolution and the rest for service.

Staff retention

People who are still there a quarter and a year later. Turnover is the most expensive number a manager owns, and the one Be Lazy is written to fix.

What every manager receives

The Sales Management book, the leadership workbook with a coaching plan page for every phase, the coaching guide to the fifty or the forty, three days in the room, the check-in calls and the two return visits.

What it has to earn to pay for itself

One manager, one team

Keeping one seller who would otherwise have left saves the recruitment, the training and the three quiet months in between. Most teams lose more than one a year.

A regional leadership team

Eight managers managing three inputs instead of a monthly result. The forecast stops being a surprise at month end, which is worth more to a director than any single sale.

A service operation

Team leaders measuring resolution rather than speed. Complaints per hundred falls first, and the people who were leaving because of the complaints stop leaving.

Priced as a programme, not a day rate.

You are not buying training days. You are buying Discovery, the days, everything between them, and the measurement that proves it worked. So that is how it is priced.

What is included

- **Discovery.** Three days: a day on the floor with each team's manager, the numbers as they are really reported, and an hour with you and each manager. The written diagnostic and the first measurement, which you keep whatever you decide.
- **Materials.** The Sales Management book for every manager. The leadership workbook and the coaching guide to the team's principles, sales or service.
- **Delivery.** Three training days with me in the room, eight to twelve managers. One preparation day behind every training day, built from your own teams' numbers and one to ones.
- **Between the days.** A check-in call with each manager or the group before every day. The Ten at Ten and Show Me guides.
- **Follow up and measurement.** Two half-day return visits at two and four weeks, on the floor with the managers. The final measurement and review at the end of the following quarter.

How a proposal is built

Once I know how many managers, across how many teams and sites, which track, and at which pace, I send you one written proposal with two ways to run it, priced in full. No hourly rates, no add-ons discovered later. Travel and accommodation outside the Dublin area are charged at cost.

Questions I am usually asked

Can we run this without training the team?

Yes. It is a management programme first, and a manager who runs the rhythm will improve a team that has had no other training. Most clients who start here go on to the team programme once the managers are ready to hold it.

Our managers are sales and service mixed.

Train them together. The twelve principles are the same; the coaching guide each manager takes away is the one for the floor they run.

What about directors and owners?

They belong in the room. The owner's attitude drives the manager's, and the manager's drives the team's. A programme the director has not been through is one the director will undo.

Standard or Intensive?

Intensive when the team programme follows straight on, so the managers are running the rhythm by the team's day one. Standard when the managers are carrying a heavy floor and need the fortnight.

How quickly will we see movement?

Ten at Ten and Show Me are visible within the first fortnight. The team's numbers move over the quarter. Retention shows over the year, which is why the final measurement is taken when it is.

WHO YOU WILL BE WORKING WITH

Ray Costello



I work with businesses of every size, from start-ups and owner-managed firms to national organisations, on the two things that decide whether a business grows: how its people sell and how its people serve. I do that as a consultant, as a Fractional COO inside the business, and through the Incrementum programmes.

Before Incrementum I spent thirty years in the motor trade, on the floor in sales and aftersales and then in senior sales, strategy and customer experience roles with Opel and General Motors, leading national dealer networks and the programmes that trained them. It taught me that growth is rarely one big move. It is a series of small, deliberate steps, applied and measured. Incremental gains, building momentum.

I have written six short books on how I do it, all free. This programme is built on Sales Management, and its coaching guides on Selling and Serving the Incrementum Way.

What you get is someone who has run the teams you are asking me to train, and who measures the result.



The Incrementum series: Selling, Asking and Serving the Incrementum Way, Sales Management, Customer Experience and Growth Engine. Free editions at incrementum.ie.

The next step is a conversation, not a contract.

Tell me how your teams are led today and what the numbers say. If the programme fits, I will propose Discovery, and you will see the diagnostic before you commit to a single training day. If it does not fit, I will tell you that too.

ray@incrementum.ie
incrementum.ie