

Consalia Masters - Sales Leadership -

MSc Professional Practice in
Leading Sales Transformation

Accredited by



PROFESSIONAL DEVELOPMENT &
EDUCATION FOR SALES LEADERS

Transforming Sales through insight and education

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A Route to Mastery

Accelerating sales transformation has become an urgent priority for any business seeking growth in today's dynamic and fast-paced customer environments.

Organisational sales transformation differs contextually for each client with whom we work. Whether it's a question of remodelling complex sales structures; selling faster than the competition; entering new territories etc., we know that organisational transformation cannot be achieved without first addressing transformation at a personal level.

Our route to mastery is achieved through the combination and effective deployment of learning and accreditation.

LEARNING

- Students acquire a range of reflective practice skills where they learn how to think more critically, following which they become transformational change agents for their organisations.
- Students are taught action research techniques where they apply their learning to real life projects. These projects are linked to the organisation's strategic initiatives and often involve the student with a wider circle of key internal / external stakeholders.
- Students receive the latest theories around sales and / or sales leadership, stimulating ideas that improve their professional practice within the context of transformation.

ACCREDITATION

- A quarterly cadence of project work measures business impacts and links learning to a high performing sales culture.
- External accreditation – up to a Masters degree level – ensures rigorous and consistently high standards of quality.
- Professional qualifications contribute to students' personal brand and perceived value within the organisation. This in turn increases engagement as well as role effectiveness; students know their efforts to learn will be rewarded with a recognised academic qualification.
- Organisations are leveraging accredited sales education as a means of attracting, developing and retaining their talent.

Open Cohort Masters

CONSALIA ACCREDITED PROGRAMMES

Since 2008, Consalia has delivered bespoke post-graduate sales education programmes to global corporates, helping them equip their sales teams to perform at the highest level in the following areas:

- Leading Sales Transformation
- Key Account Transformation
- Sales Transformation

All Consalia accredited programmes are underpinned by our unique system for learning (CLS™), which draws upon the principles of work and action-based learning. This award-winning approach to accredited sales learning has been the subject of wider industry and academic recognition. Such successes have combined to help position Consalia and Middlesex University as the largest provider of post-graduate sales education in Europe.

Students require 90 credits for a Post-Graduate Certificate and 180 credits for a Post-Graduate Masters qualification. Credits are awarded based on the evidence of applied learning and so the emphasis of each programme is therefore on the output of individuals' learning.

MIXED CLIENT COHORT

The choice to offer mixed-client (open) cohorts has been developed in conjunction with and at the request of current students and programme sponsors.

MCC allows for:

- Greater flexibility as smaller numbers of students can participate from sponsoring companies, in addition to those applicants not sponsored by their employer.
- Additional flexibility is offered as participants can progress from a Post-Graduate Certificate to a full Masters, staging students' development over time.
- Cross-company participation offers enhanced learning opportunities for students, who will gain new insights from varied industry (best) practice.
- Cross-company student participation will further enable individuals to broaden their professional network

Mastery of Leading Sales Transformation



POST-GRADUATE QUALIFICATION

Top performing sales people are often promoted into sales leadership positions, yet the role of sales leader is very different and the transition can be tough. Managers often slip into the default of what they know and are good at – closing deals.

Although this may help achieve short term objectives, the long term effects to the team can be detrimental. It is therefore critical for leaders to learn how to produce results effectively through others. This begins with mastering one's own practice.

MODULE 1 – *Thinking innovatively about sales leadership* focuses on embedding a deep understanding of what constitutes 'best-practice' behaviour for sales leaders. Students are introduced to the principles of reflective and action-based inquiry, allowing space for thought mastery and further setting the tone for future learning activity.

MODULE 2 – *Managing the business of selling* – equips students to develop their own management system to balance innovation and execution and achieve predictable growth. It focuses on enabling students to drive effective account / territory plans; achieve targets with linearity and predictability; manage pipeline and forecast; and manage disciplined sales execution.

MODULE 3 – *Coaching for Sales Transformation* reinforces the role of the sales leader. It builds students' understanding of the role, practice and importance of effective coaching in driving results through others. It develops individuals' capabilities around core elements of coaching excellence within their teams.

Having attained the required academic credits for a Post-Graduate Certificate, students may then elect to continue their learning journey.

Progressing to Masters level



MASTERS (MSc) QUALIFICATION

MODULE 4 – *Leading collaborative change* focuses on understanding collaboration and transformational change for more matured leadership. This draws upon aspects of proactive stakeholder management; building the team and setting direction; modelling leadership behaviours; developing the team and coaching.

MODULE 5 – *Planning your professional development* seeks consolidation of the learning, as a means of deeply engraining the mindsets and practice of students' transformed selves. It further forces students to reflect on their journey as guidance for their future pathway and development.

MODULE 6 / 7 – The 'Advanced Practitioner' and 'Final work-based project' focus on developing and implementing research and inquiry methodologies for a final dissertation.

PROGRAMME DETAILS

This programme is for sales leaders and high potential sales managers.

Investment for PG Certificate: S\$ 21,250
Investment for Masters *(Plus additional)* S\$ 28,250

PAYMENT OF FEES

For participation on the Post Graduate Certificate, corporate sponsored students are required to pay S\$21,250 in advance of Module 1. Those corporate sponsored students progressing to Masters level are required to settle the remaining balance of S\$28,250 in advance of module 4. Payments made to Consalia Ltd. (UK).

Discounted fees may apply for multiple students attending from a single company. No refunds will be given once fees are paid.

The Consalia Learning System

MODULE DESIGN FOR LEARNING EFFECTIVENESS



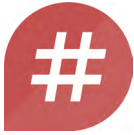
All programmes are designed to help students succeed, both during and beyond programme intervention. Underpinning this 'embedded learning' lies the Consalia learning system (CLSTM). A distinctive approach to learning and development, CLS is proven to consistently deliver transformation of sales performance / sales effectiveness. It comprises a number of core elements:

- CLSTM is grounded in research-driven **instructional design** – based on how different people learn and retain knowledge in practice – as well as doctoral (PHD) research into the 'Mindsets' that underpin best-practice for sales effectiveness.
- As shown in the diagram above, students are guided through a modular learning process that provides regular

touch-points and support. This approach directs learning activities to pragmatic outcomes within the workplace and embeds a sustained change in Mindset and behaviour:

- **Business Driven Action Learning** places students at the centre of their own work-based inquiries. Acting as 'environmental scanners', students affect organisational change through the application of relevant content and reflective techniques, becoming 'change agents' within the organisation.
- With Consalia facilitating the largest developing body of sales practitioner research in Europe, content is continually refreshed to **incorporate new thinking** and best practice from numerous vertical industries.

Summary of Programme Benefits



RELEVANCE

Learning / projects are pragmatically directed to drive business outcomes, aligned to strategy



TIME

Work-based nature minimises time out of the office and improves levels of role efficiency



VALUE

Transformation of students is proven to impact top line growth and sustain behavioural change



INNOVATION

Students' become thought leaders within the company, driving innovation as 'change agents'

THE STUDENT LEARNING EXPERIENCE

Consalia has undertaken Masters level research to understand the student learning experience, as well as the deep level of transformation that occurs. Attributed to the pragmatic and reflective approach to learning, students have revealed the following about the programme:

- Embeds behavioural change based on best-practice 'Mindsets'. The results of which are more creative, engaged, inquisitive, collaborative and challenging professionals.
- Broadens the parameters by which students evaluate effectiveness for themselves and in their roles i.e. what it means to be a professional as opposed to merely in a profession.
- Generates increased personal brand and generates heightened self-efficacy i.e. the confidence in one's ability or knowledge to execute behaviours necessary for performance outcomes. This is observed to significantly impact upon self-esteem and performance.

What students say about the programme

STUDENT TESTIMONY



'The nature of the work-based learning format is brilliant. It's hard to differentiate between the academic standards required for the final award and the kind of reflection I was doing as part of my job.'



'The Masters is unlike other training program, it is interwoven with my day-to-day activities and has had a positive impact on my effectiveness from day one.'



'The Masters has enabled me to execute a rapidly evolving strategy in one of the innovation areas by leading people to affect strategic change.'



'I think it has challenged all of us in the way we think, the way we approach our work, the way we work with teams, so I think everyone has taken a vast amount out of it.'



'For me it's been truly transformational. It has allowed me to truly understand myself and build a stable future for myself. I've been really grateful to be able to engage with Consalia, it has been massively educational and life-changing for me.'

EXAMPLE OUTCOMES AND ROI

- Legislative restrictions induced a 53% market shrinkage. Applying action research techniques and a 'Mindset' approach to the problem, a creative solution was found, which grew our market share from 8.7% to 17.4% in under 2 months.
- 9 out of 11 team members hit sales quota, five reaching the 140% marker for company 'winners circle'; one of whom had been on a performance improvement plan.
- Q1 demand generation for UK&I of 139% – 1st team to hit 24 hour turnaround KPI on marketing leads.
- 'Tactful Audacity' mindset coached throughout the sales cycle, inducing supplier switching and resulting in the closure of a €1million deal.
- New thinking for opportunity creation generated an additional \$200 million of 'promising' pipe in 3 months.
- Action-based inquiry facilitated cost savings of £288,000.

What sponsors say about the programme



'Our journey to the Masters was the culmination of 18 months of intense searching for the right partner and programme – I am delighted we chose Consalia. They have a deep commitment to the professional standards and status of sales professionals, which is something I've not seen anywhere else.

Their approach to sustainable learning and sales transformation has had a massive impact for us; we've seen a 67% growth in the business. The unit sales from those on the programme have increased by 76% in a year relative to only a 4% market growth.'

Indirect Sales Director, UK & I.



'The impact at the organisational level I think is very relevant. The business, our technologies, are transforming in response to the market and so the timing of this degree is perfect. By aligning our teams to deal with transformation, we are redefining how we add value to customers; the programme is providing on-the-job enablement for my team and so is very relevant.'

Regional Sales Vice President, APJ.



'The Masters provides our sales managers the space to reflect on their practices; and investigate new ways of leading their teams and fostering innovation, to support our transformation agenda.'

Global Sales Enablement Director.



'I've seen a very noticeable change, a transformation towards deeper reflection and a more strategic approach. My sponsee now looks at business issues from a more holistic point of view. It's wonderful to see that students are such great advocates for the programme despite the considerable investment in time and effort; a real testament to the programme itself.'

Chief Operations Officer, APJ.



'Talking to the students you can hear and see the change in their self-confidence; their belief in themselves when talking to the next level up within their customer organisation. To me it's very clear that the Masters has been a good thing for the students and for the business.'

Global Commercial Academy Project Lead.

Application Process & Requirements

MINIMUM REQUIREMENTS

Applicants must:

- Be able to demonstrate +5 years of relevant experience. Applicants not adhering to this criteria will be considered on a case-by-case basis.
- Be proficient in both written and oral forms of English language. Work-based projects must be submitted in English.

If you are not a national of a majority English speaking country, you will need to provide evidence of your English language ability to study with us. If you have any questions on this, please contact us.

TIME REQUIRED FOR STUDY

Students should assume on average 7 hours a week for reading, reflection and writing.

With 90% of the academic credits awarded based on evidence of applied learning within the workplace, the majority of the learning effort is pragmatically directed within work activity.

APPLICATION PROCESS

Applicants must:

- Submit a formal application (soft copy), accompanied by a personal statement and CV.
- Be available for a telephone / Skype interview as part of the formal application process.
- Elect a sponsoring mentor who will be expected to actively participate in feedback and coaching sessions with you, as well as the assigned Consalia Programme Director.

HOW TO APPLY

Contact the following for regional cohort enquiries:

Asia-Pac		Corrinne Sim
email		csim@consalia.com
phone		+65 9732 3181

About Us

ABOUT CONSALIA

Consalia is the leading Sales Business School in Europe, offering consulting and learning solutions to customers around the world. We transform sales performance by unlocking the potential of sales teams and their leaders through professional development. We are at the forefront of professionalism in our industry, pioneering publications, professional qualifications and apprenticeships for Sales.

Our mission is to help sales become the world's most sought after profession. At the heart of this is professional development. We concentrate on how to get each person in your sales team performing to their optimum capability, working in two different ways to deliver this – either through our Sales Business School or our Sales Consulting practice.

We have a worldwide network of over 450 consultants and associates, located throughout 30 countries and covering 26 languages. This is complemented by a trusted network of partners that form the Consalia Global Alliance. Together we deliver consistently high levels of training with local relevance.

WHO WE WORK WITH

We work with some of the world's foremost organisations on their sales, sales leadership and key account capabilities in order to create transformational thinking, innovation and competitive edge. Our clients are sales leaders and their colleagues in HR, L&D and the C-suite; our students join us from every level & stage of development.

WHY WE DO WHAT WE DO

Accelerating sales transformation has become an urgent priority for any business seeking growth in today's dynamic and fast-paced customer environments. Organisational sales transformation takes many forms specific to each client with whom we work. For some it's a question of remodeling complex sales structures, for others its selling faster than the competition, for others it's entering new territories.

No matter what the organisational objectives for transformation are, we know they will not be achieved without transformation at an individual level. Knowledge learnt 'today' is often redundant 'tomorrow'. The most critical sales competence for the future is learning agility.

