



Secrets of a Sales Enablement Expert

TIPS and TECHNIQUES to Supercharge Sales Professionals

A collection of ESSAYS
written by
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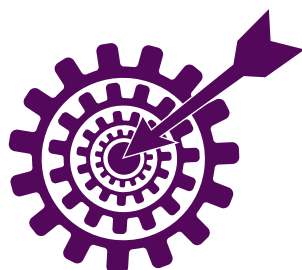
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Whether your organization wraps its business model around products, services or both, the one common denominator in every business is the need to sell. As products and services become more complex and customers become more sophisticated, many established sales professionals struggle to communicate the value of their products and services effectively.

Moreover, new hires who may have stellar sales skills may nonetheless have zero knowledge of how to engage your unique customers in more powerful conversations about your products and services. While new hire training programs are rich with product knowledge, company culture and other corporate mandates, they are often lacking in the kind of human-focused, globally consistent information that enables new people to hit the ground running with your customers. Most would agree that they'd rather not have new people learning to develop their skills on the customers themselves, but that's often the only recourse as sales leaders and training leaders find it difficult to speak the same language and collaborate effectively on meaningful sales programs.

The following series of essays from GP Strategies' Sales Enablement expert, Brian Lambert, addresses the issues of new hire sales training programs, including improving effectiveness among existing sales leaders and closing any communications gaps between sales leaders and sales enablement and other training professionals. While it takes some work between the sales and training functions to collaborate more effectively, the good news is that no challenge regarding your organization's need for a better, stronger, more effective salesforce is too daunting to overcome. Let GP Strategies' experts show you the way.

What's the Business Purpose of New Hire Sales Training?



In today's "do more with less" economy, senior executives are taking a step back and looking at many of their programs and asking their teams, "What's the business impact?" From sales kickoff activities to enablement programs and new hire training programs, they're looking for justification on why they should fund such programs. A consistent program under the microscope by sales leaders is the new hire sales training program.

Here's what's going on. Sales leaders are looking to their training and HR colleagues to help improve new hire sales training execution. A major catalyst for this push is the need for more globally consistent programs that:

- Get new hires up to speed more quickly
- Drive costs out of fragmented global execution
- Create a more consistent output of skilled new hires
- Provide a higher quality mechanism that helps reps overcome complexity

A sales enablement leader in a large financial services company was asked to rebuild and relaunch their global new hire training program. She had put in a lot of effort to identify the activities already going on across the globe and determined what appeared to be working or not working. But she admitted they were stuck on how to move forward. She defined the challenge: "Getting everyone on the same page so they could all move forward."

This happens a lot. A clear challenge exists, but unified action doesn't.

Creating unified action across a variety of different groups and moving forward together is a challenge. When you look at new hire sales training, there are a lot of people with a vested interest. For example, product groups want to make sure product knowledge is covered, marketing wants to make sure the brand is covered, HR wants to make sure engagement happens, sales operations wants to make sure compliance happens, sales management wants processes followed and sales enablement wants to make sure reps have the right skills. That's a lot of perspective coming into one program. This is a new reality that many sales enablement professionals have to learn to deal with. In the case of the financial services company leader analyzing their new hire training, the concept of improving new hire sales training wasn't foreign to any leaders in those groups. What was foreign, however, was the idea of coming up with specific actions to take, priorities to tackle and content to create. These tactical elements were hard to wrangle in.

When we reconvened, I shared what I was able to synthesize from her situation. And then I asked a simple question: "So, at what point will new hires be learning about their customers?"

"Ummmmmm," she said.

I continued. "Sorry, I just couldn't find much detail about the customer as I was working through all the information about who your company is, when it was founded, what products you have, what your vision is for the way products need to be used, the innovations you're looking to bring to the market, the processes that reps need to follow and the technology they're supposed to use."

"Yeah," she said. "It's a lot about us, isn't it?"

"Yes," I said. "Perhaps we should start there?"

There is a key lesson to be learned in how to balance more with less when it comes to enabling reps to sell more successfully. What salespeople need MORE of are services from internal groups that are designed to help them embrace their reality and help them have more valuable conversations

with clients. What they need LESS of is random activity designed to "help them sell" that actually puts more burden on their backs and requires them to figure out what to do on their own.

In other words, if your new hire training program is all about your company and its products, how exactly is that program helping reps have conversations with senior-level buyers in the first two weeks on the job? So, if you're looking to revamp new hire training, remember it's not about more product, process or program training with the goal of cramming information into the heads of salespeople. It's about enabling new hire reps to have the right sales conversations with their buyers on day two of their job.

Here are some tips to get in front of the sales new hire training challenge:

- 1 Define the interlock between employee onboarding and new hire training. While HR typically handles onboarding, what's the focus and business reason for investing in new hire training? Clarify that design point and get sales leadership buy-in on what the program is designed to accomplish.
- 2 Determine if new hire training is tactical or strategic. If sales leaders are asking you to revamp sales training, why are they asking? For example, do they want to talk about all the tasks involved, or do they want to talk about the role of new hire training in achieving the sales strategy?
- 3 Move new hire training from an event to an experience. Too many sales new hire training programs are built as siloed activities instead of an end-to-end enablement service designed to help reps get critical traction in the first 90-120 days on the job. If everyone in marketing, sales, training and management takes that approach, the design point and objective of the program become less fragmented, and the program becomes more about your company than the client's reality.



Download a recording of our latest webinar: Cross-Functional Teaming Challenges and Opportunities in Sales New Hire/Onboarding Training

Removing the Barriers to New Hire Sales Productivity



We are often asked to look at what content, skills training and tools new hire salespeople receive as part of their onboarding process in an attempt to “make the new hire experience better.” This request is usually in response to sales and business unit leaders asking learning and development teams to create more globally consistent new hire training programs that drive costs out of a fragmented process with multiple stakeholders, no real clear-cut owner and lack of accountability.

When taking a step back and looking at new hire training and the overall onboarding process, we often find a lot of work going into creating new hire training content or building more distributed methods to reach and teach remote salespeople. For example, there has been some good work in building ramp-up toolkits and even creating communities that new hire salespeople can use to get the help they need. But, have you ever stopped to ask your team, “What is the business benefit of all the new hire training-related work we do?” or better yet, “How do we know our sales new hire training program is effective?”

“Newly hired salespeople face a very real challenge:
“How do I (as a new salesperson) meet with buyers
who will buy from us and then sell them something
so I can hit my quota?””

Unfortunately, more often than not, the new hire training process doesn't get close to helping salespeople answer this fundamental question. Instead, we often find an altogether different reality in existing new hire sales training programs. What we usually find looks something more like this:

- 500 different content assets, including courses, modules and reinforcement guides
- 370 hours of available training to participate in at the time of their choosing
- 4 different portals/internal websites to sort through
- 2 different internal social networking websites to engage in

In more real terms, we find that only 15% of this content is really about the buyers/customer that salespeople need to actually talk to in order to “sell them something.” Yep, that's right, 15%

And, to make matters worse, this lack of focus on customers in the new hire training process increases the burden on internal subject matter experts. Oftentimes we find that salespeople have to navigate to 10 different subject matter expert functions or people to figure out how they can add collective value to clients (yet these internal groups are largely ignored in the new hire training process).

So, let's recap: New hire training isn't about customers and it's not designed to help newly hired salespeople reach the internal subject matter experts who can help communicate value. No wonder the executive team is often wondering what the return on investment is for their new hire sales training program.

Having worked in this space for a while, it's easy to see how new hire programs can evolve over time to diffuse customer focus. Increased executive expectations and pressure by product/business unit leaders to ensure product knowledge is pumped into the heads of new hires can create a confusing web of complexity that salespeople simply need to “understand” in order to get up to speed more quickly. Suffice it to say, we often find that new hires face a steep learning curve—especially within the first 90 days.

The good news is that some learning and sales leaders are looking at the sales new hire and onboarding process as an area of targeted improvement. They are beginning to work cross-functionally to upgrade, optimize or even transform the new hire sales training experience.

If addressing the new hire training challenge is on your radar screen, here is a brief categorization of the several barriers that get in the way of new hire productivity. No matter your path forward, these barriers need to be addressed, especially if you're looking to apply more than just a temporary Band-Aid to the sales new hire training challenge.



BARRIER 1: Failing to confront the new hire salesperson’s reality. While the future growth strategy is tied to reaching C-level executives, is it realistic to turn your new hire salespeople loose on the C-level inside your best clients the first day on the job? When we look at new hire sales training, we often hear that mandate: You just need to go sell to the C-level! The challenge is that it might be a good idea to actually practice those conversations in the new hire experience instead of letting them practice on your customers. For many sales and learning leaders, just trying to figure out what to train and what to teach people to say is daunting—but it models the reality that your new hire salespeople face (and they just started working in the company).

BARRIER 2: Failing to define new hire sales training clearly. Many organizations define onboarding as the “stuff that HR does,” while defining new hire training as the “stuff HR doesn’t do.” This leads to a lot of gray areas in the overall new hire experience. Can you define where new hire training ends and where it begins? What about the HR onboarding process? How much of the new hire training experience is about success in role? And how long does it last? Without a clear definition of where new hire training begins and ends, you end up with multiple perspectives (like product, marketing and sales perspectives)

all asking for more time in the poorly defined process, and they seem to be all “good ideas” but together may not actually be meaningful to the new hire. While adding value to the new hire process is important, it’s doubtful that internal content providers can create valuable content if they can’t define what the new hire process is. Defining the new hire process clearly is often a very real barrier that needs to be overcome to get the right help you need internally.

BARRIER 3: Failing to align content, skills and tools to the specific sales conversations that new hires need to have. If salespeople need to get in front of C-level, how much time is actually dedicated to helping reps engage at the level (not just mandate action) in the new hire experience? Or more specifically, which training content and materials are specifically aligned to helping reps get access to a specific C-level role? New hire training content needs to help salespeople achieve tangible results in their sales process. Unfortunately, overgeneralizing what it takes to be successful with all buyers doesn’t help the cause. Aligning the content that new hires need to be successful with the real-world conversations they need have with those buyers is a barrier that needs to be overcome to increase new hire productivity.



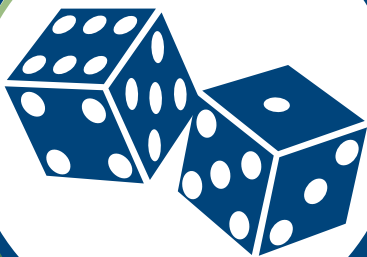
Removing these barriers can dramatically affect the speed to which new hire salespeople get up and running in their role. By addressing these barriers, you are well on your way to decreasing new hire ramp-up time and giving new hires a leg up by decreasing the slope of their learning curve. Additionally, by working cross-functionally to remove these barriers, you can build a new, solid foundation for new hire sales training and start focusing on decreasing the time it takes to achieve quota by:

- **Increasing buyer empathy.** Focus on helping different kinds of salespeople develop understanding and empathy with the buyers they'll be working with and communicate in the way those buyers need. This will eventually trump run-of-the-mill product training, which has been the emphasis of onboarding and training for more than a century and had a dramatic role in getting reps sent to procurement instead to the C-suite.
- **Driving sales objectives.** Develop reps based on specific and measureable sales objectives that map to their sales process and are in relationship to the types of buyers they work with on a daily basis.
- **Tailoring the experience.** Fine-tune the experience to enable different types of reps with different messaging, stopping the one-size-fits-all new hire training experience.
- **Building a value-added program.** Engineer an ongoing new hire development process that sales leaders find more valuable (as opposed to creating a one-off, time-bound fragmented series of activities).



Watch Brian Lambert's latest thought leadership video
on Sales Productivity

BROADEN PERSPECTIVE; Change the Game: Lessons for Sales Enablement Leaders



Many client-facing, revenue-generating employees in sales and service organizations struggle to communicate the value of their products and services to their customers. In many organizations, sales leaders and their managers often face an ongoing struggle to help their salespeople increase their impact and achieve their sales quotas. Without belaboring the point, there are many factors contributing to this challenge. For example, products are getting more complex and buyers are becoming more sophisticated.

Since the challenge of communicating value to customers is a very real one, many executives continue to invest in developing the skills of their sales team. They have to respond (in other words, they have to take action), or they risk an eroding market share or competitive losses. For example, some organizations are investing in negotiation and questioning skills or looking to develop programs to connect with and educate executive-level clients on industry trends and insights.

Against this backdrop of increased business challenges on one hand and increased investments in skills training on the other hand, you would think sales enablement leaders within organizations are expanding their influence and taking more direct control over expenditures. Surely, if the problem is in the “wheelhouse” of the sales enablement team and the need is so great, the influence of the sales enablement function will continue to evolve, right?

Nope, that’s not happening in most organizations.

The reality is that many sales enablement professionals are struggling to reach out to the sales leadership team and create a truly effective partnership that drives lasting business results. This is perplexing because the sales leadership team runs a specific functional area that needs the help of “skill developers” and also falls within the potential scope of “performance challenges that need to be addressed.” In the view of one VP of Sales, “I hate to say it, but I think I need too much help. The challenge I have is figuring out where to start.”

So, what’s up? Why are sales leaders not engaging their enablement and training function more collaboratively? Why aren’t training leaders able to earn the trust of the sales leadership team in order to truly take a more proactive stance?

Tough question. Tough answers.

When it comes to addressing this reality, it's a two-sided coin. Clearly the sales function and the learning function should, and could, become partners. Getting there requires meeting in the middle.

If you are a sales enablement leader, it's likely you have a sales problem. Your challenge has to do with helping sales leaders understand the help you can provide and, more importantly, the value you can create with the sales teams you support. I will share more about this below.

If you are a sales leader, it's likely you have a creativity problem. Your challenge has to do with making a decision to create "white space" around a specific team or group and boldly experiment to find out what will really truly work to communicate value differently within your sales environment. Creating that white space requires bringing the right cross-functional team of training, marketing, technology and content providers together with the sales team to work together. More importantly, it means allowing the cross-functional team to test, learn and deploy in an iterative and adaptive manner that is equivalent to "failing forward" (more details on this forthcoming in another blog post).

In both cases, business as usual is the equivalent of putting your head in the sand.



Addressing the sales enablement sales challenge.

As I work with sales leaders, I often ask, "What is the business purpose of your sales enablement/training function?" Their answers provide a dose of reality. Some current perspectives that sales leaders have about the training function include:

- "That's the group that does HR training."
- "That's the group that does training (and manages the course catalog)."
- "That's the group that runs our kickoff events."
- "I'm not sure what they do. They do their stuff; we do ours."
- "They help me shift the behavior in our sales team to sell to executives more consistently." (This is very infrequent: 1 out of 50.)

So, where does that perspective come from? As a sales enablement leader, you have a sales challenge. So, what are you selling to sales VPs?

Hello VP of Sales:

- "We need to make sure every salesperson attends information security training."
- "We would like to talk to you about the courses you would like us to offer next year."
- "We are hosting several lunch and learn sessions on the technical aspect of product X."
- "We would like to conduct a needs analysis."

In sales, the way you engage your customer (the sales leadership team) often dictates the expectations you create. In working with sales leaders, it's important to take stock of the expectations they likely have of you and your group and confront reality. To some in the space, this is equivalent to more design thinking, or thinking more like an architect. Steve Jobs may have summarized the challenge the best when he said:

"A lot of people in our industry haven't had very diverse experiences. So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of the human experience, the better design we will have."

So, what experiences have you had? How are you at connecting the dots for your sales leaders? Are your answers linear (that is, are you always recommending the same solution to a problem)?

To help, let's take a step back and look at the questions that sales leaders are likely asking with regard to their sales enablement teams.



- What's in it for me?
 - Translation: What are you selling me? A course? A needs analysis? An approach?
- Why should I work with you?
 - Translation: How are you going to work with me? Are you going to put the burden on me to figure out things, or are you going to offer me your thoughtful point of view so that we can co-problem solve? What are you bringing to the table?
- Why should I care?
 - Translation: What problems do you really solve? What are you going to take ownership of? What are you willing to get fired over (because that's my reality—it's likely I won't be in this job more than two years)?

These would seem like fairly reasonable questions to ask, especially if you're responsible for a multimillion-dollar sales quota, and you are getting questions from executives, board members and customers on a daily basis.



An aspirational charter.

- 1 It's definitely a good time to take stock of what you are doing well and what you might need to work on going into a new year. And it's probably a good time to think deeply about how you'll evolve as a sales enablement leader, responsible for partnering with the sales executive team. Here are some things to think about:
- 2 How will you increase productivity of workers across sales, marketing and service organizations in order to increase your company's return on human capital assets? What small initiative can you start that tries to move the needle?
- 3 How will you help the executive team bridge the gap between strategy and execution by helping workers align work accomplishments to the forward-leaning business strategy and changing human capital strategy? What likely initiatives are coming down from the executive team? How can you get in front of them?
- 4 How will you decrease the friction between groups within the organization that need to work together on important business initiatives and produce new outputs that are valuable to customers? Where do teams need to learn, and how can you help them?
- 5 How will you help workers increase their value contribution by learning new skills and acquiring expertise they need to drive our company's business strategy forward? Do you know the future-state definition of the roles you support? What are they moving away from, and what are they moving towards?

A word of caution:

Make sure you can deliver on the expectation you're setting. Take the time to ask yourself three questions: What's in it for me? Why should I work with you? Why should I care? You have to be able to explain what you're really selling, how you work with sales leaders and the problems you solve for them.



Watch Brian Lambert's latest thought leadership video
on *Sales Enablement: An Emerging Discipline*

Crossing the Chasm Between Sales and the Learning Function



Learning leaders face a myriad of challenges in building a bridge to the lines of business. Some have become partners with the business units, but most feel they don't have the influence they need to drive strategic learning initiatives. Take, for example, the chasm that exists between learning executives and VPs of sales. Someone who has a foot in both worlds can likely see the gap widening between these two groups. Both groups have a lot of value to their executive team. But, for some reason, that value isn't being realized—especially within the context of cross-functional teaming to pursue sales objectives.

The following two fictional letters illustrate what is happening between the groups. One letter is from the desk of the VP of sales and the other is from the desk of the learning executive. These letters summarize what is occurring for many organizations. After you read the letters, take a look at the suggestions for breaking down these barriers and moving forward in a more collaborative manner.

An open letter to learning executive from VP of sales

Dear Learning Executive:

I need to talk with you. I have a challenge with my team. I haven't been able to drive the sales results I need to, and I'm afraid I'm going to get fired because of it. The CEO shared that he counts on you to help improve the human capital of our organization, but so far, we haven't been able to work together on something specific. Don't get me wrong; I like you and your team, but it's hard for me to make major investments in my time if I'm not sure what the outcome is going to be.

Our CEO said that you were able to get results with the technology we've been deploying across the organization. He shared some examples about how you were able to help people get outside their comfort zone to drive our business strategy. I am not sure what to ask for, but I need your help. We both believe people are a critical asset...so how do we get started?

- Signed, VP of Sales

An open letter to VPs of sales from learning executive

Dear VP of Sales:

I would like to talk to you. I have a challenge that I would like to address and get your input on. I haven't been able to find a way to engage you and your team in an ongoing, continuously improving manner. While I believe you're my internal customer and I want to make sure you are happy, you're treating me a lot like an order taker. On one hand, you tell me what you want, and my team delivers. On the other hand, you want me to be more strategic and help you and your teams evolve, but you won't help me engage with the field. As a case in point, I have been trying to get on your calendar to talk about some of the projects we could partner in, but you'll only give me 30-minute chunks.

I have talked to my peers in other companies, and some of them have been able to develop a partnership with their VP of sales. I would like to do that with you; so how can we get started?

- Signed, Learning Executive

There are some outliers to these two open letters; however, these letters are reflective of the disconnect I see. So what's going on?

In a nutshell, sales VPs want to talk about driving sales results and achieving sales objectives, while learning executives want to talk about projects and deliverables.

- If you're a learning executive, what approach do you have in your bag of tricks to pursue business outcomes?
- If you're a sales VP, how clear have you been on the outcome you want your learning executive to achieve with you?

Since the disconnect largely boils down to a communication challenge, and as the self-appointed "marriage counselor" between the two groups, let me offer some advice:

To sales VPs:

- 1 Find a small project (like a small team in a region) to give to the learning executive and her team to work on with you.
- 2 Clarify the outcomes you want her to achieve with that small sales group.
- 3 Empower her to drive to the outcome, and then stay engaged by reinforcing her work and helping her report progress on pursuing the outcome.
- 4 Spend more time telling her sales stories. What wins have there been? What are you hearing from sales managers? What are you seeing on the road?
- 5 If you feel progress isn't being made, say so. If progress continues to be an issue, then go ahead and let her know you're moving on and looking for help elsewhere.

To learning executives:

- 1 Stop thinking about helping the whole salesforce, and focus on one group of people to make successful first, so you can get traction.
- 2 Make sure you understand the outcome to achieve, and get your sales VP's point of view on what needs to happen to achieve that outcome.
- 3 Be a leader by gaining more empathy for the salespeople and sales managers who ultimately benefit from your work. If you don't know their reality and the challenge they have in talking with their buyers, you won't have credibility.
- 4 Spend more time architecting an approach to solving the problem before "jumping to the answer." To sales VPs, leadership isn't about random activity—it's about purposeful problem solving.
- 5 If you feel like you have to persuade or educate anyone on why you're doing what you're doing, stop.



Sales Enablement: Overcoming Inefficiencies in Complex and Changing Business Environments



Every once in a while in your professional career, you get to witness something new and exciting that could change the landscape of how you will work going forward. It's happening right now in the emerging sales enablement space.

What's going on?

For the past three to four years, companies across many different industries have struggled to cope with the harsh reality that the business environment has completely changed at both macro- and micro-levels.

Macro-level: The economy has reset itself. Since 2005, world economic markets have struggled. As a result, companies have had to drive productivity, enter new markets and create new innovations, while cutting costs at the same time. This sustained do-more-with-less reality is here to stay for the foreseeable future.

Micro-level: The world of work has changed. As a result of the sustained do-more-with-less reality that exists, the way work is done has changed. While there are many trends and buzzwords, like “big data,” “collaboration” and “social,” that support this, the reality is, we're well into the inflection point between the industrial revolution and the information age, creating the need for higher knowledge-worker productivity and more outputs than ever before.

The challenge?

More CEOs have recognized that their growth comes not only from creating new products, rethinking their go-to-market strategy or driving efficiencies across processes and workflows (an “inside-out” view of the world), but also from the system that aligns to their customers’ buying and problem-solving processes (a distinctly different “outside-in” view of the world). Companies like Accenture have recognized the inefficiencies that exist in working in silos and have pivoted to a more horizontal view of the work they do in order to more effectively communicate, deliver and create value for their customers. That horizontal view of adding more value uses customers and buyers as the design point—not products and services.

The implication?

Instead of going to market in a way that uses products and services as the organizing “design point” for adding value to clients, companies are shifting to using customer problems as that design point. This is a massive shift—it couldn’t be any more different. Buyers know it, and they recognize it (so it’s both different and differentiating in the marketplace). Think about it. Companies like Symantec are beginning to recognize that buyer problems often cut across product and service portfolios, requiring a more configured and coordinated engagement, delivery and measurement approach to the executives and leaders they sell to. They recognize that in order to grow, product, marketing and sales teams have to all focus and drive value to those buyers in more relevant ways the cut across the silos that often exist. Not only does that need to happen in these revenue-generating functions, but it also needs to happen in all other customer-facing functions as well. For example, delivery and operations teams that support or deliver on “what gets sold” must also work differently.

This new reality creates a major strain inside of companies because they aren’t tooled, organized or staffed to add value to their customers in this way.

Rising to the challenge.

For many sales leaders, this challenge is felt every day. Complexity and change inside their company, coupled with complexity and change in their client companies, create inefficiencies at the point of sale. Overcoming these inefficiencies requires cross-functional leadership and teaming as well as a unified focus on driving sales objectives. To facilitate the cross-functional work required, organizations should:

- 1 Charter a cross-functional team to streamline the horizontal business processes behind sales conversations.
- 2 Help that team create standards and a definition of sales enablement to coordinate a common approach across the enterprise.
- 3 Take a holistic approach to scoping and launching initiatives that align content, skills and tools that salespeople need to be successful.



*Read Paula Murray's Blog Post
on Sales Leadership*

Summary

There was a time when “doing more with less” was just a smart strategy for forward-thinking business. Today, however, it’s an absolute requirement for all businesses, and the forward-thinking companies are in constant search of new and creative ways to inspire even more productivity and effectiveness from their employees with each passing day.

What those companies understand is that the economic challenges that inspired the do-more-with-less culture in the first place were not a passing phase. The economy has reset itself, and for the foreseeable future, this is the new normal. Plus, the advances we’ve made in enabling and supporting higher levels of productivity and quality are never going to change. Nobody is ever going to say, “The need to do more with less is over, so now it’s time to relax and do less with more.” Therefore, the competitive horizon is being conquered by organizations that continually strive to streamline and improve productivity and global consistency, most especially among their salesforce.

In today’s increasingly more sophisticated business environment, it would be rare, if not impossible, to find an organization that doesn’t have an issue or challenge that vexes their sales leaders. For every gap that exists between now and a desired future state, there is a solution.

About the Author:

Brian Lambert is a leader in the sales enablement field with international experience working with sales, training, marketers and technology professionals. As the leader of the GP Strategies Sales Enablement practice, Brian provides consulting and services expertise to clients as well as thought leadership to the industry. Prior to joining GP Strategies, Brian served as a senior analyst for Forrester Research, a world-renowned research organization where he was a sales enablement human capital thought leader to Fortune 500 executives. For the preceding four years, Brian spearheaded the sales learning and development practice at the American Society for Training and Development (ASTD), now Association for Talent Development (ATD), the leading international organization of learning development professionals, where he developed content, tools and training programs for sales learning professionals and trainers. Brian has written four books on selling and has a PhD in organization and management with a concentration in sales.





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