



ALUMNI NEWS

FOR CONSALIA GRADUATES + STUDENTS

First-of-a-kind sales apprenticeship inspires participants and employers



↑ Philip Linter: Exciting prospects for both employers and apprentices.

This year has seen three cohorts start on Consalia's newly launched Business-to-Business Sales Degree Apprenticeship, the first programme of its kind in the UK. The latest of these programmes kicked off in September and October, in conjunction with Middlesex University and Leeds Trinity University respectively.

Each cohort is made up of some 25 students, who on successful completion of their programmes will receive a BSc in Professional Practice in B2B Sales, as well as an apprenticeship qualification and credits towards academic membership of the APS. A stellar cast of organisations are leading the way for Sales Apprenticeships, including: Royal Mail, BT, Whitbread, Hyster-Yale, Stannah, Experian, Müller, BookingGo, Bentley, AON, Speedy Services, Edenhouse and Arena Group.

Philip Linter, Degree Apprenticeship Lead – B2B Sales at Consalia said: "We're hugely excited at the prospect of what apprenticeships can deliver for salespeople and more broadly, the profession. We're already witnessing success stories for apprentices, employers and customers alike." Royal Mail National Sales Director Mike Gibson sees major benefits in the organisation's pioneering apprenticeship programme in terms of changing mindsets and disrupting the thinking and processes in a positive way – apprentices even attend board meetings to bring a fresh perspective. "The energy is incredibly positive."

Professor Ray Lloyd, Deputy Vice-Chancellor at Leeds Trinity University, said: "We're very proud to be one of only two training providers in the UK to deliver the B2B Sales Apprenticeship with Consalia."



Message from CEO Dr Phil Squire

Welcome to the first edition of the *Alumni News*. Our purpose is to help make connections for the growing numbers of alumni participating in our Masters programmes amongst the wider community of sales practitioners.

Responding to our increase in "student" numbers, I am happy to announce that we are in the process of establishing the Consalia Sales Business School as a specific division within Consalia, headed up by Louise Sutton. This will operate alongside the Sales Consulting Practice, led by Ian Helps, and our Licensing Practice headed by Corinne Sim. We will see a formal launch of the new Consalia website in December or early January.

We really want to keep in touch with all our graduates. We want to hear your stories, your promotions, and your new ventures. We especially want to help those of you who have developed specific IP via your projects to have these published, or developed into new products. We look forward to providing opportunities for alumni to meet informally, and hope that our annual conferences will become a "must attend" in your busy calendars.

- Look out for Phil's new book *Tactful Audacity: Selling Mindsets for the Future*, due to be published in 2019.



All photos in this story. © Nick de Cent

↑ Royal Mail apprentices Stacey Firm and Catherine Arnold joined National Sales Director Mike Gibson at the recent GST conference at the London Stock Exchange.

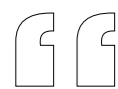
Personal development to take you to the next level



Stephen Gaskell is Director E-Commerce, Retail & Distribution at SONY Mobile. A member of SONY's leadership programme, he has been on a journey of transformation in establishing his business unit within SONY Mobile. He completed his MSc in Sales Transformation at the end 2016.

From *The Challenger Sale* to Machiavelli, participants in the sales transformation Masters programmes have the opportunity to explore a wide range of reading material specific not only to sales but also honing their broader leadership skills. For Steve Gaskell this fits neatly with the philosophy espoused by US President Harry S Truman: "Not all readers are leaders, but all leaders are readers."

With experience as a buyer and also in sales leadership – seeing two sides of the same coin – he has a privileged insight into how deals are struck. "This gives you a real understanding of mindset, I suppose,



Not all readers are leaders, but all leaders are readers.

Harry S Truman.

as to how to approach what the expectations are and what the agenda is likely to be. And clearly, people have got different agendas, depending on which role you're in, so you become very trusted in understanding that you know people's pressure points and how to work with that and how to provide added value."

Top tip: Handling the workload

"I was very ruthless in knowing that, if there is this big workload, I'm going to create a project that's going to be the basis of my personal development – it's going to be part of my job role. So my Masters project was called 'Navigating leadership within Sony Mobile to create a global distribution and retail business unit'. That is my team, that is my vision, that is, effectively, my personal development internally within Sony Mobile for the next 18 months to two years. The Masters, therefore, becomes a document to support that, so a) it gives me a qualification, but b) supports my personal development within Sony and supports me getting to the next level."

What then can the Masters programme add to this favoured position? "I undertook this programme with great consideration. It's very demanding but extremely rewarding, so you're seeing the results in a greater depth and breadth of strategic thinking, business problems, sales, customers – all of which have surpassed my expectations."

Take the leap

Gaskell's recommendation is to take the leap understanding that there will be a heavy workload, but as soon you embrace the Masters, there is a built-in support network, with face-to-face meetings as a group, every two to three months. Then there's the distance learning, following up with telephone conversations. Importantly, the progression of the modules starts to settle you into the work stream as the tempo picks up. "It's a nice rhythm to get you used to the workload and build you to the crescendo of a dissertation and a project."

Moreover, the actual course content provides coping mechanism for participants along the way. Gaskell highlights *The 7 Habits of Highly Effective People* by Stephen Covey. "This is about ruthless prioritisation. And when you're reading about ruthless prioritisation, it's obviously refining your own time and critical path management in how you deliver. So, all the books are very informative of how to manage your personal toolkit as well as develop your strategic toolkit."

Prioritising time for thinking and reflection

So you need to prioritise time for thinking and reflection? "Yes, and it's the quality of the time. When you read books like this, you figure, actually, we're all very busy – I've got ten projects in my in-tray. You know what? I need to drop nine of them if I'm really going to make something impactful to this business, I need to be much more focused and what does that mean? That means I've got to say no to a lot more projects than I currently am."

Opportunities for employers and participants

What are the opportunities for employers? Gaskell stresses the importance of the Masters qualification as a recognition and development scheme for employers – "to understand that if you want the world's best sales team, getting the accreditation for it, you clearly have that opportunity now which you didn't have before." So you would be looking for some kind of formal accreditation for salespeople these days? "Yes, 100%."

Gaskell positions the Masters as being suitable for senior managers, heads of departments, directors, and senior commercial roles looking for the next step. Importantly, the programme carries the same academic weight as an MBA. "I would argue that both are as important as each other; it depends on the individual," he concludes.

Masters provides validation and enhances career choices

Simon Dale is Head of Sales at MapR, a pre-IPO fast-growth software company in the big data space, running the APAC region and a sales team in seven countries. He completed his Masters in January 2016 while at SAP, where he spent 16 years setting up multiple new businesses in the APAC region as part of the regional management team.

For Simon Dale, the decision to accept the challenge of completing a Masters degree with Middlesex University and Consalia has had a significant impact on his life and career but "all very positive outcomes".

"Overall, it was totally positive, beneficial – I'm very glad I did it," he enthuses. Nevertheless, there were choices to be made including how to fit the course into the busy schedule of a senior exec. He found the balance by putting family and career first. "Myself, my hobbies, my friendships, and other distractions came secondary to all of that. So I designed my timing and my schedule around that as an anchor point. And I negotiated with my family to say, 'Look, some weekends, I'm going to have to study or work, as there'll be deadlines to meet.'"

It sounds tough, so why did he do it? "I was actually looking for a higher level of education, because when I started the Masters it had been 25 years since I graduated with my Bachelor's degree – so I thought it was about time I did something. So I was engaged with learning and I was just looking for the right thing."

And what has the balance been in the end? "I would say definitely it's positive return." A major benefit has been the validation that the degree has provided for all the experience and expertise he has accumulated down the years. "It certainly gave me a lot more confidence in my ability to know that some of the knowledge or practice that I had was actually good."

"Then, of course, there's the new knowledge that I acquired which complemented that and then gave me more confidence to express

Top tips: How to manage your time

1. Budget for at least a full day spread across a week in terms of reading, studying, writing and reflection.
2. Also make sure you absolutely schedule and participate in the action-learning sets and not just log on and do your email.
3. You need to be able to create those quiet zones away from work, away from family, where you can spend two or three hours consolidating desk-bound research, writing about it, and getting ahead of the deadlines.

an opinion, or apply things knowing that they should have the right kind of impact. So I think what it did overall was to lift my game.

"Because I studied stakeholder engagement on my Masters, and particularly in my final project, that's had a big impact on the way that I engaged upwards in my business. It taught me the importance of an upwards dimension whereas I'd been concentrating on making sure that I was managing things well and not disturbing management, which meant that I had a blind spot when it came to people recognising the impact of what I did. So I learned that on that stakeholder and engagement area, I should improve in that and I did, and then it made a big impact on the future career prospects."

In conclusion, Dale summarises: The whole transformation element of the core content on the Masters is very relevant in the kind of role I have now, because most businesses are being disrupted and change is being imposed, so you have to be able to manage transformation."



What it did overall was lift my game.





↑ Mick Fowler: Group Sales Manager, Arena Group.



↑ Sarah Edge, General Manager UK of HMD Global.

GST brings alumni and guests together to discuss disruption and resilience

As the business environment becomes ever more uncertain, with constantly accelerating change and increasing market disruption, both organisations and individuals need to become more resilient. But what kind of toll does this take and how best to do it? These were some of the themes explored during this year's Global Sales Transformation at the London Stock Exchange on 4 October. "Where Resilience Meets Disruption" saw an eclectic mix of speakers explore the topic from a variety of different angles.

Two Paralympic skiers, Menna Fitzpatrick, who has only 5% vision, and her guide Royal Engineers Captain Jennifer Kehoe, provided an inspiring foundation with their early keynote session "Our story – Collaboration, resilience and deliberate practice". The pair, who won gold, two silvers and a bronze medal at the PyeongChang 2018 Winter Olympics plus a host of others at the World Cup and World Championships outlined what it takes to compete at this level, the resilience required to get over setbacks, and the team work and communication needed to succeed.

A further keynote session saw Dr Mobasher Butt, Chief Medical Officer of online consultation service Babylon discuss how AI can be used to anticipate and manage physical and mental wellbeing. He offered

invaluable insight as a senior leader of an organisation disrupting the healthcare sector while also being deeply concerned with individuals' health.

Later, Dr Simon Harrison from global engineering consultancy Mott MacDonald described how his company was able to transform its sales outcomes without the benefit of a traditional sales organisation. Explaining that there is nobody in the organisation with the word "sales" in their title, Harrison stressed that at Mott MacDonald "it's all about the team" – there is no individual recognition or reward for sales performance; instead, sales is undertaken within client-facing delivery teams.

Consalia alumni and apprentices

Past, current and future Consalia Masters students, along with B2B Sales Degree Apprentices, were well represented as audience participants and on the main stage. Sarah Edge, who graduated in 2017 and is now General Manager UK of HMD Global, spoke about the challenges and successes in her new role relaunching Nokia-branded phones. Mick Fowler, Group Sales Manager of the Arena Group, discussed creating a sales control system to align the interests of the individual salesperson with the company. Meanwhile, Carl Day, Sales Director AP/MFP Products, Toshiba TEC and Monic Van Aarle, Sales Director, SAP, joined the discussion panel for a lively debate on mental wellbeing, alongside Dr Butt and Andy Hough from the Association of Professional Sales.

Finally, apprentices Stacey Firm and Catherine Arnold joined National Sales Director Mike Gibson discussing the Royal Mail's pioneering sales apprenticeship programme. "It's made me more ambitious, and I'm getting good results," Firm said.



↑ Medal-winning Paralympic skiers Menna Fitzpatrick and Captain Jennifer Kehoe. After a 70mph crash, Fitzpatrick focused on the process, not the outcome, to remain resilient.

If you were inspired by Menna Fitzpatrick and Captain Jennifer Kehoe's story, please consider making a donation to Disability Snow Sport via:

disabilitysnowsport.org.uk/donate

Alumni News, October 2018

Editor: Yvonne Green, ygreen@consalia.com
 Consultant editor: Nick de Cent
 Editorial and production: Write Priorities Limited
 Design: Breathe Creative

Published by: Consalia Ltd – London, Singapore, Minneapolis

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