

Creating Personalised Learning Journeys to Change Behaviour in the Field



What is the single largest predictive failure point in sales training?

The answer: Too much emphasis on “the event.” Attempting to fit sales training into a single, one-size-fits-all sales training event fails to address each seller’s individual needs. Moreover, an event is finite, and learning is not.

A training event might convey some useful selling skills, but actual change is often elusive. Why? Lasting change comes from developing new behaviors, not simply acquiring skills. Therefore, the goal should be to form new behaviors that serve the seller over the long term.

Unfortunately, most sellers have not had a chance to benefit from this kind of experience. But at Richardson, we’re changing that.

Here, we look at how new behaviours form, how leaders can enable new behaviors, and how Richardson’s Accelerate Sales Performance System makes this change happen.



01 How Do New Behaviours Form?

Most of us develop behaviours without even knowing that we're doing so. Therefore, the question of how one forms a behaviour intentionally can be difficult to answer. Fortunately, at Richardson, we have discovered that behaviours can emerge from a structured, four-part approach.

➤ TARGET BEHAVIOURS

Developing a behaviour means first getting specific about what the intended behaviour is. It's critical to consider two major factors when identifying a target behaviour:

First, the seller must consider the organisational sales strategy. Different sales organisations have different goals. Some may prioritise net revenue retention, while others might focus on average annual contract value. The target behavior must help the organisation reach its specific definition of value.

Second, the behaviour must serve the seller's specific role in the organisation. A seller tasked with strategic account growth might need to develop behaviours that help them identify white space or cross-sell and upsell opportunities. In contrast, a seller focused on business

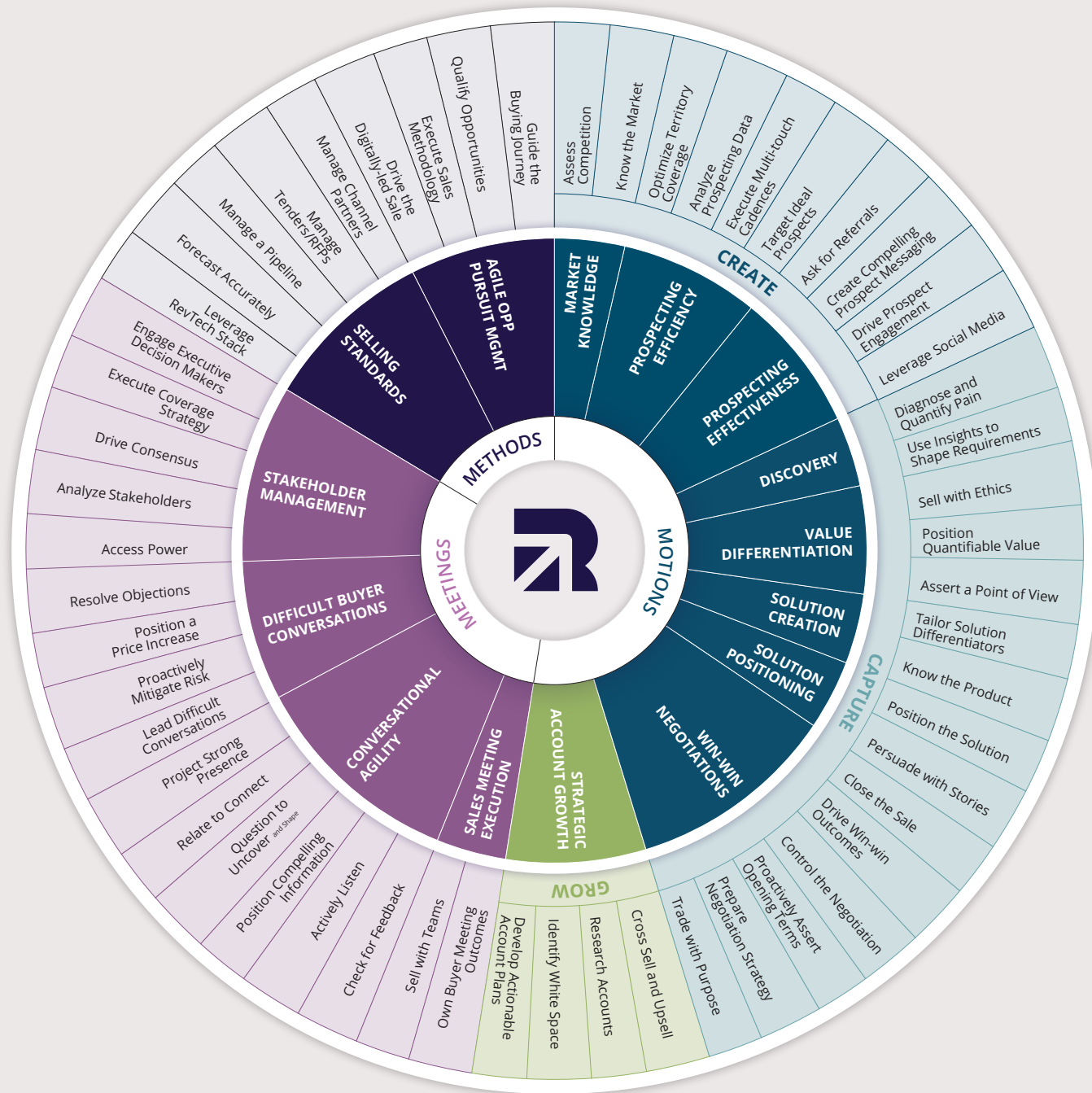
development might need the kind of behavior that equips them to ask for referrals or create compelling prospecting messages.

By developing hyper-relevant behaviour, the seller will immediately be more committed to the process. They will see the value of the training because acquiring the new capability brings them measurably closer to a win.

➤ DEVELOP BEHAVIOURS

To develop the right behaviours, sellers must rely on various learning tools. Examples include interactive workshops, video content, instructor-led training, and modular training. Together, these tools form an intentionally architected and personalised learning experience.

At Richardson, we have identified 55 sales behaviours organised into 15 sales capabilities that a seller must master to enhance commercial selling competitiveness. This categorisation allows sellers to focus on one behaviour at a time, leading to more sustained, targeted behaviour change.



➤ DRIVE OUTCOMES

Driving outcomes is about applying the learned behaviour directly to in-pursuit opportunities. This approach—learning in the flow of work—makes learning a continuous, always-on endeavor. The seller is able to pace themselves by learning the right behaviour at the right time. Because each behaviour is directly relevant to their sales opportunities, the seller is able to see the effectiveness of the behaviour where it matters: in the field.

The practicality of focusing on revenue-relevant behaviors is what keeps sellers engaged in the process over the long term. This aspect of outcome-based learning is essential because an ongoing commitment to capability building is necessary in a setting where one of the few remaining competitive advantages is how a seller engages with customers.

➤ EQUIP REVENUE ENABLEMENT

As sellers develop new behaviours and apply them, sales and enablement leaders have an opportunity to make data-driven decisions about where to invest in training. They can see which behaviours are having the greatest impact on sales outcomes and act accordingly.

When training is a singular event covering a range of skills, it's difficult for leaders to isolate the ones that have an impact and those that don't. With a personalised approach, it's easier to measure effectiveness.

02 How Can Leaders Enable New Behaviours?

Making this behaviour development process work at scale can be difficult because so much of learning happens via on-the-job experiences and from collaboration with peers. This observation comes from the popular 70:20:10 learning model, which suggests that 70% of learning happens on the job, 20% happens from peer interactions, and only 10% from formal learning events.

The challenge with this model is that it can be difficult to implement. After all, how do leaders create and measure peer learning at scale?

We believe that the answer is a simpler, more effective approach. It's called the 3:1 Enablement Ratio. The idea is that for every one formal learning event, learners should put the concept into practice with three on-the-job applications.

So, how do enablement leaders make this approach work when using the capabilities framework? The answer is to focus on three areas.

PRIORITISATION

Prioritisation is about identifying the selling behaviors most closely correlated to the business's sales metrics.

This link—selling behaviours and the metrics they move—is critical today because metrics alone do not give an organisation a competitive advantage. Every organization has volumes of data. Winning means knowing how to use that information to its greatest effect.

PERSONALISATION

Enabling new behaviours means making them highly relevant to the seller. When sellers see that the behavior can bring them closer to a win, they are likelier to commit to it.

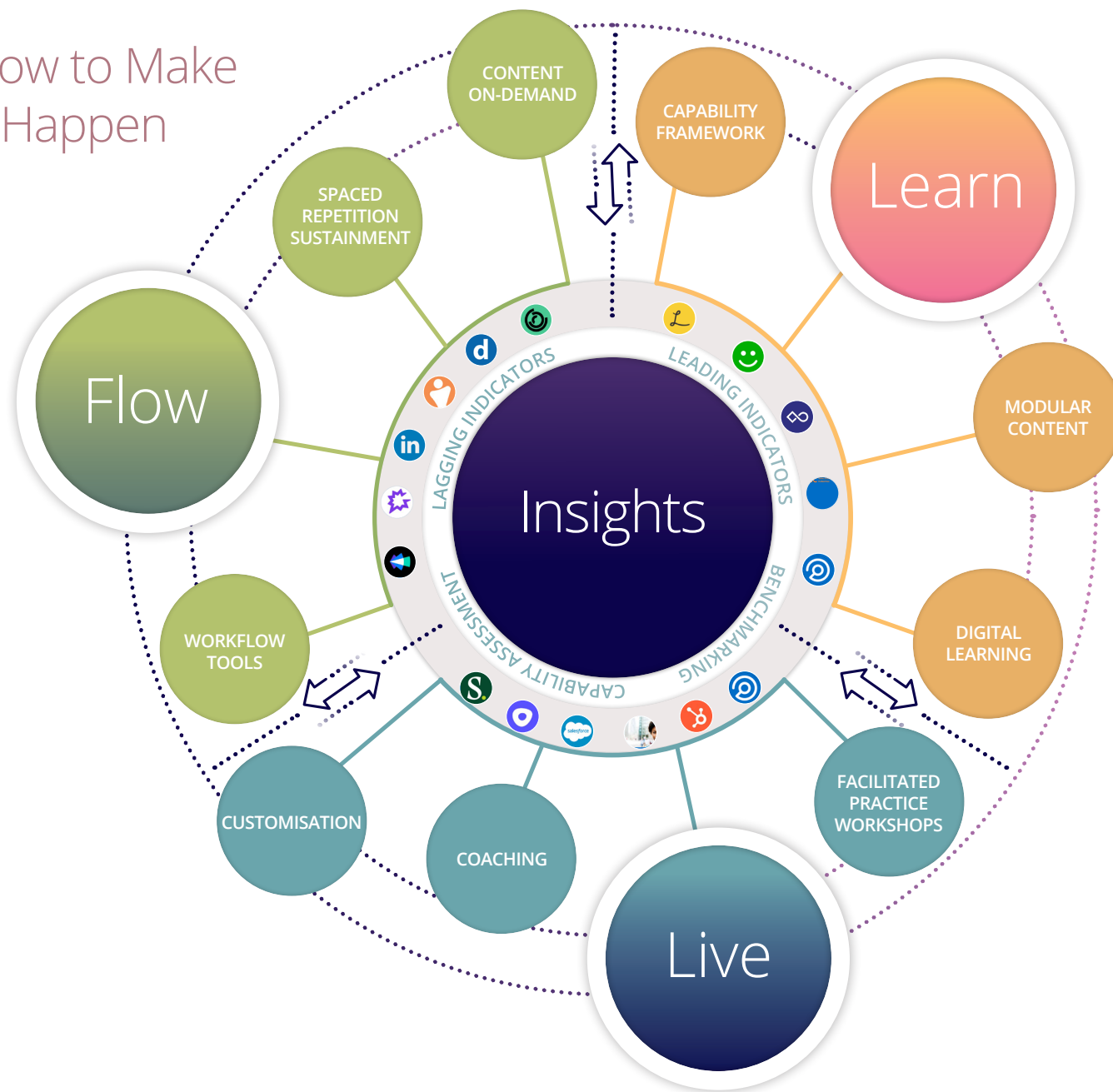
Relevance also means that sellers can learn the new behavior in the flow of work because it is directly applicable to their current opportunities.

PROOF

When sellers have direct evidence that their new behavior is making them more successful, they become more aligned with the process of ongoing improvement.

Making a direct link between a selling behavior and a key performance metric also drives success for enablement professionals. They can more precisely adjust their approach when they see how a specific behaviour affects an individual metric.

03 How to Make it Happen



The Accelerate Sales Performance System is the key ⁶ to implementing these concepts. First, the system organises the team’s performance data across the RevTech stack to generate insights on where capability gaps impact critical business metrics. This real-time and continuous picture of performance offers clear direction on where to focus efforts.

Next, Accelerate Learn transforms the Richardson Sales Capability Framework into a world-class digital learning experience. The system uses performance metrics and capability assessments to generate personal learning recommendations. The learning architecture uses multiple formats, including video-based modules, knowledge checks, assessments, and real-world practice scenarios. This science-backed curriculum, curated over 45 years, isolates the skills needed to drive revenue-relevant outcomes.

Following Accelerate Learn, sellers engage in Accelerate Live, where personalised feedback, coaching, and real-world practice take sellers to their next level of performance. Virtual and live workshops build on digital learning to advance the behaviour change cycle. Sellers rely on a “learning-by-doing” methodology in facilitated practice workshops, which include role-playing and problem-solving organised by our field coaches.

Finally, in Accelerate Flow, learning extends onto the flow of work to cement new behaviors into lasting ones. CRM-enabled workflow tools embed best practices, learned skills, and in-the-moment coaching into the seller’s everyday pursuits. Importantly, the data from tool usage is fed back into the insights engine to enhance the recommendations further and measure the impact of behaviour change in the field.

To succeed, sellers need a new approach.

They need to develop the role-specific behaviours that move the metrics underpinning the sales strategy.

Doing so means moving beyond one-time training events and instead adopting an always-on approach in which learning happens in the flow of work. Over the long term, sellers experience continuous improvement, while sales and enablement leaders can more effectively identify the behaviours that influence the most important performance metrics and adjust their strategy accordingly.



Richardson is how leading sales organisations around the world are getting better results from their investment in sales training.

For far too long, companies have had to deal with a big disconnect between their training and their real results in the field. We connect metrics to behaviours, training to outcomes and sellers to their best performance.

Richardson | This is where it gets real™

Learn more by contacting us today



 www.richardson.com
info@richardson.com

NOAM:
US: +1-215-940-9255
Canada: +1-416-424-2999

EMEA:
UK: +44 (0) 20 7917 1806
Belgium: +32 2 70 98 580

APAC:
Australia: +61 (0) 8 8376 1667
China: +86 21 32577032