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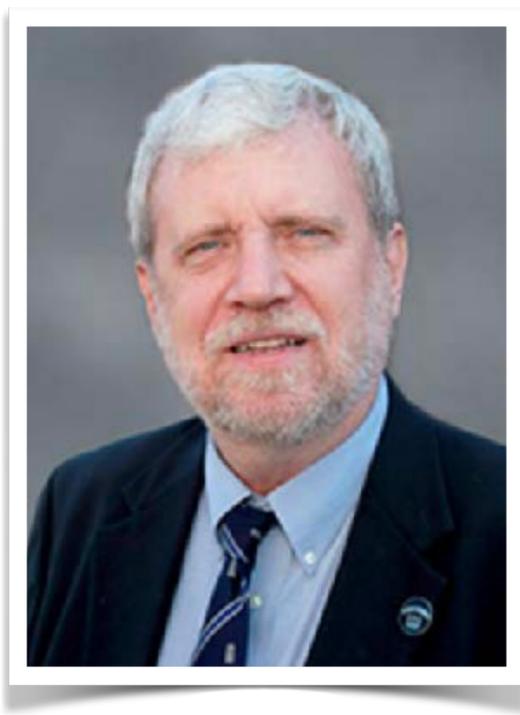
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Inquiries to: info@salesengine.com

A photograph of a three-piece band performing in a garage at night. The garage is illuminated from within, showing a singer in a white shirt and jeans on the left, a guitarist in a black and orange patterned shirt in the center, and a drummer in a black shirt in the background. The garage has blue siding on the exterior and white walls on the interior. A blue and yellow striped tarp is leaning against the right wall, and a blue garden hose is coiled on the floor. The scene is set against a dark blue night sky with trees in the background.

**Getting Good
at
Getting Great**

A Kellogg Sales
Institute
MasterCourse™



“Not all practice makes perfect. You need a particular kind of practice - deliberate practice - to develop expertise.”

- **K. Anders Ericsson, Michael Prietula & Edward Cokely**

Getting Good at Getting Great - MasterCourse™

1. Opening Mindset & Goals

3. Deliberate Practice Taxicabs & Racecars

2. The Foundation Knowledge, Skill & Discipline

4. Closing Choices & Actions



From...

Abstract goals

Try harder

One manager

Mindset = *"I've got this..."*

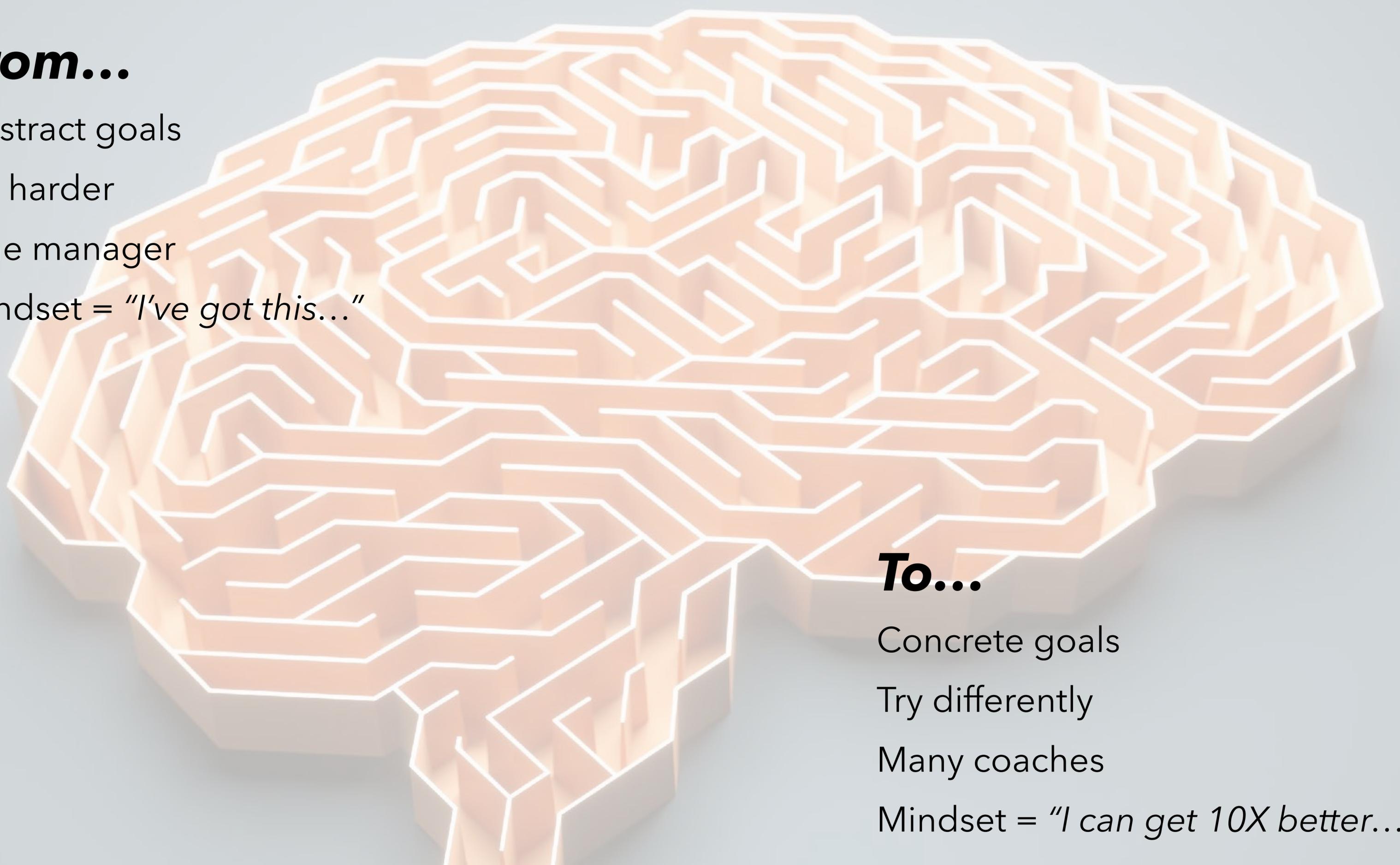
To...

Concrete goals

Try differently

Many coaches

Mindset = *"I can get 10X better..."*



Goals

Roles

Rules



Getting Good at Getting Great - MasterCourse™

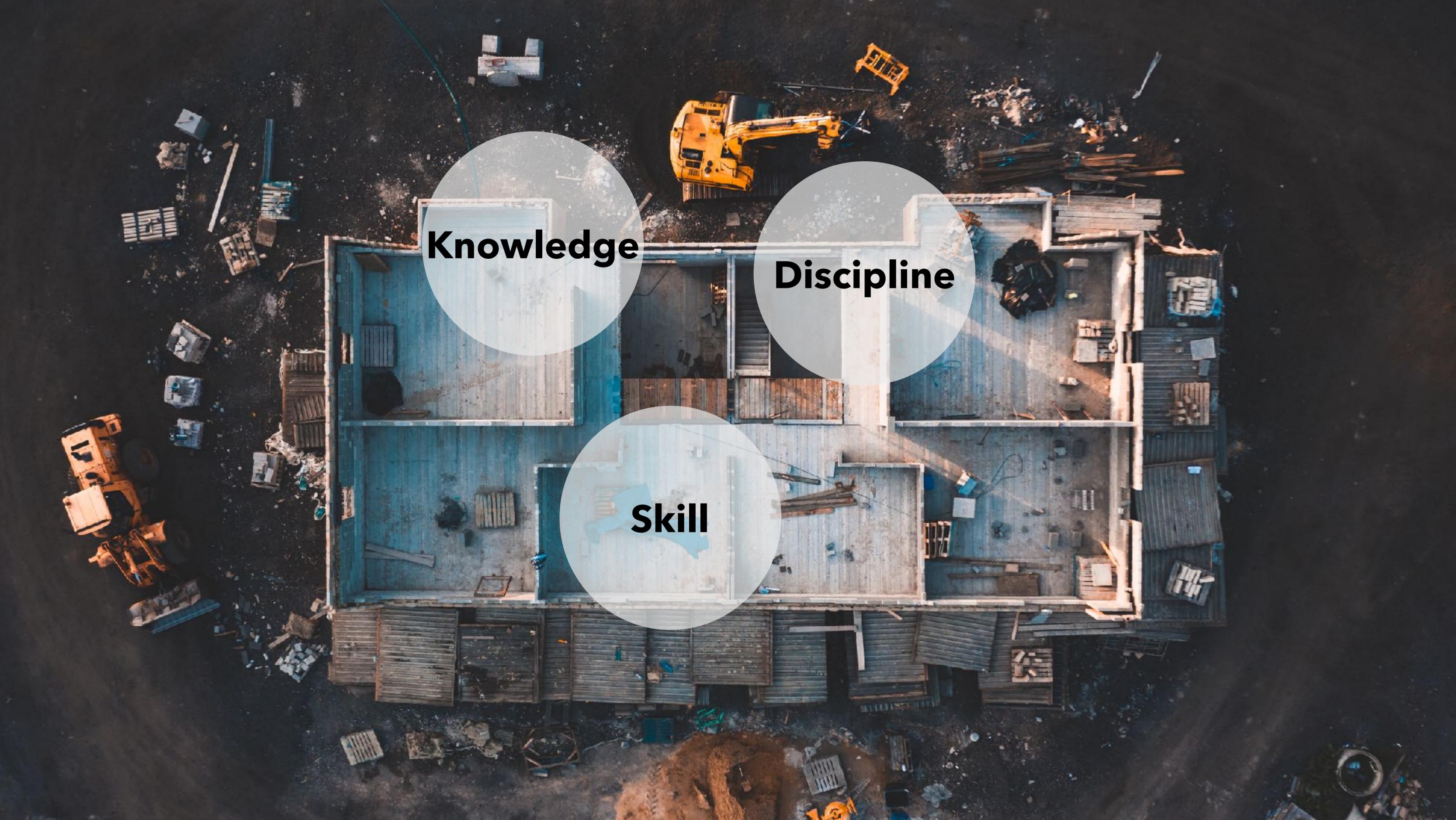


1. Opening
Mindset & Goals

3. Deliberate Practice
Taxicabs & Racecars

2. The Foundation
Knowledge, Skill & Discipline

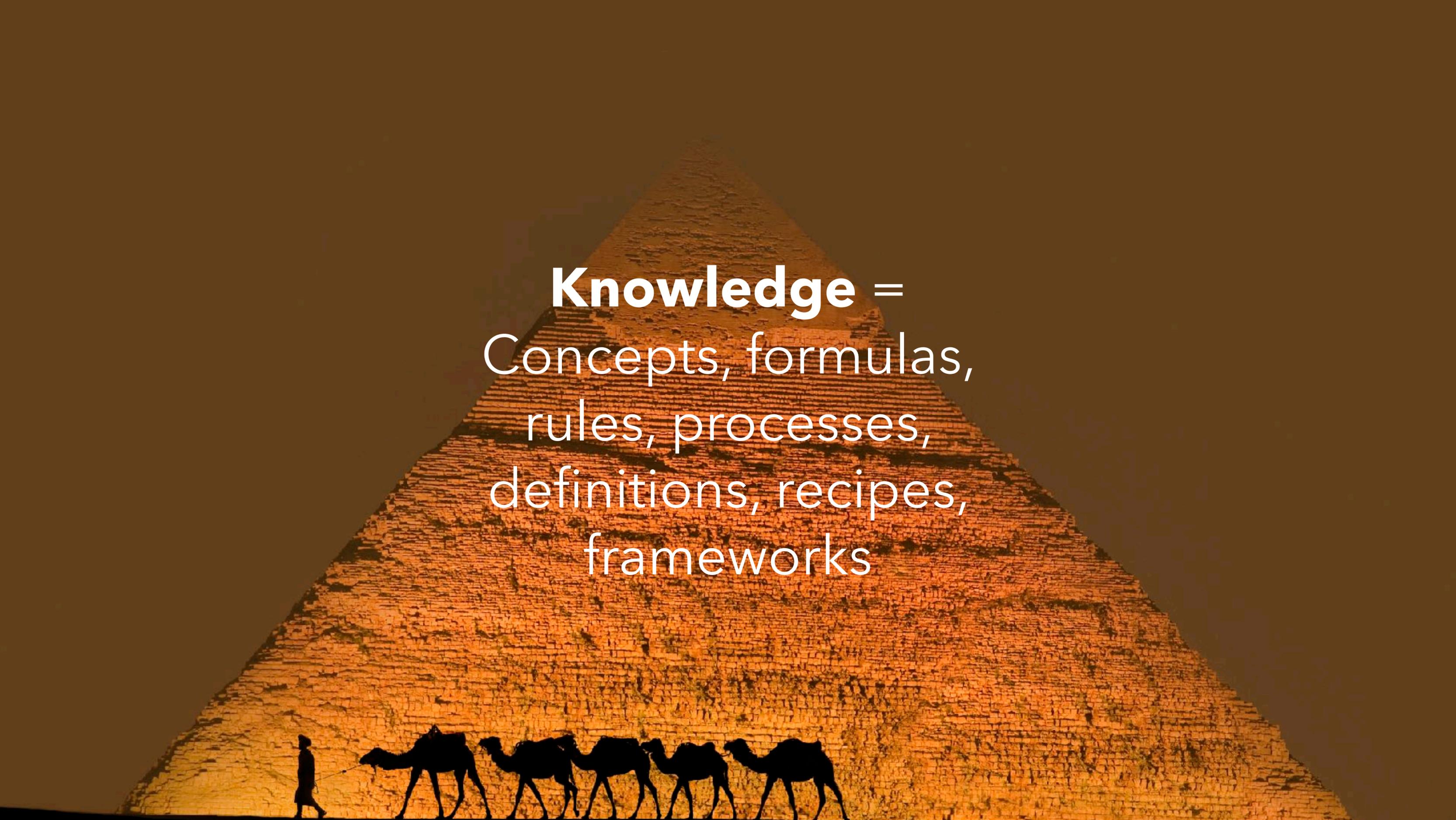
4. Closing
Choices & Actions

An aerial photograph of a demolition site. A yellow excavator is positioned at the top center, working on a blue-painted building that is being dismantled. The ground is dark and covered with debris, including wooden pallets, metal scraps, and a pile of sand at the bottom. Three semi-transparent white circles are overlaid on the image, each containing a word in bold black text. The background is a dark, textured surface, possibly asphalt or dirt.

Knowledge

Discipline

Skill

A large pyramid, likely the Great Pyramid of Giza, is the central focus of the image. It is illuminated from the side, creating a strong contrast between the lit and shadowed sides. The pyramid's surface is composed of many small, rectangular blocks. In the foreground, a caravan of five camels is walking from left to right, led by a person. The scene is set in a desert landscape under a clear sky.

Knowledge =
Concepts, formulas,
rules, processes,
definitions, recipes,
frameworks

A blurred background of an art studio. In the foreground, a person's arm is visible, holding a wooden paint palette with various colors of paint. The text is overlaid on the center of the image.

Skill = An ability acquired through sustained effort and continuous feedback to accomplish a complex task



Discipline = Choice



KNOWLEDGE, SKILL, DISCIPLINE: BASELINE & ASPIRATIONAL

All human performance stands on a simple but powerful foundation of three critical pillars: **knowledge, skill, and discipline.**

Knowledge = The sum of facts, stories, frameworks, concepts, heuristics, opinions, formulas, etc. Knowledge is what you know and believe (e.g. 2+2=4, features of your product, take-away's from books you have read or studied)

Skill = An ability to DO something that is acquired through sustained effort and continuous feedback in order to accomplish a complex task with an idea, a thing or a person. (i.e. deliver a compelling speech, throw a ball, cook a certain recipe, speak a non-native language, inspire trust from others, write computer code)

Discipline = The choices we can consciously make in service of better outcomes. (i.e. being punctual, practicing before performing, stretching before exercise, pausing before answering)



The purpose of this Sales Tool is to help you capture your current inventory of sales knowledge, skill, and discipline - a baseline. Write these in the "baseline" section of the Tool. Additionally, this Tool should help you to begin to codify the distinct sales knowledge, skills and disciplines you aspire to - those that you associate with exceptional sellers. Capture these in the "aspirational" section of the Tool.

	Knowledge	Skill	Discipline
CURRENT BASELINE			
ASPIRATIONAL			

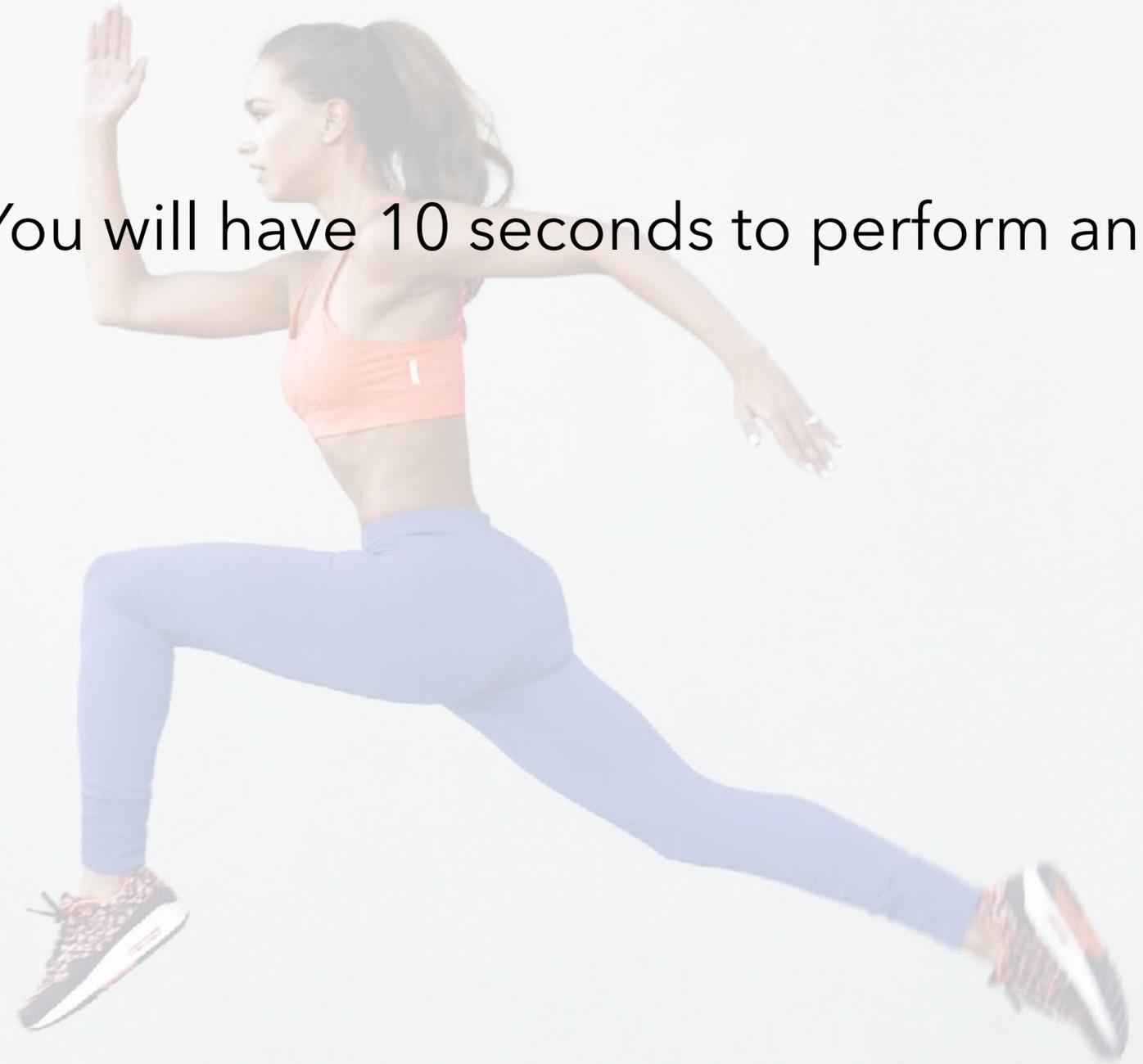
KNOWLEDGE IS NOT ENOUGH

*How do you decide between **skill**
and **discipline**?*

PRACTICE

I will share a short sentence with you. You will have 10 seconds to perform an activity with this short sentence.

(Total practice time = 10 seconds)



FINISHED FILES ARE THE RE-
SULT OF YEARS OF SCIENTIF-
IC STUDY COMBINED WITH THE
EXPERIENCE OF MANY YEARS

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D E F A U L T

Getting Good at Getting Great - MasterCourse™

1. Opening
Mindset & Goals

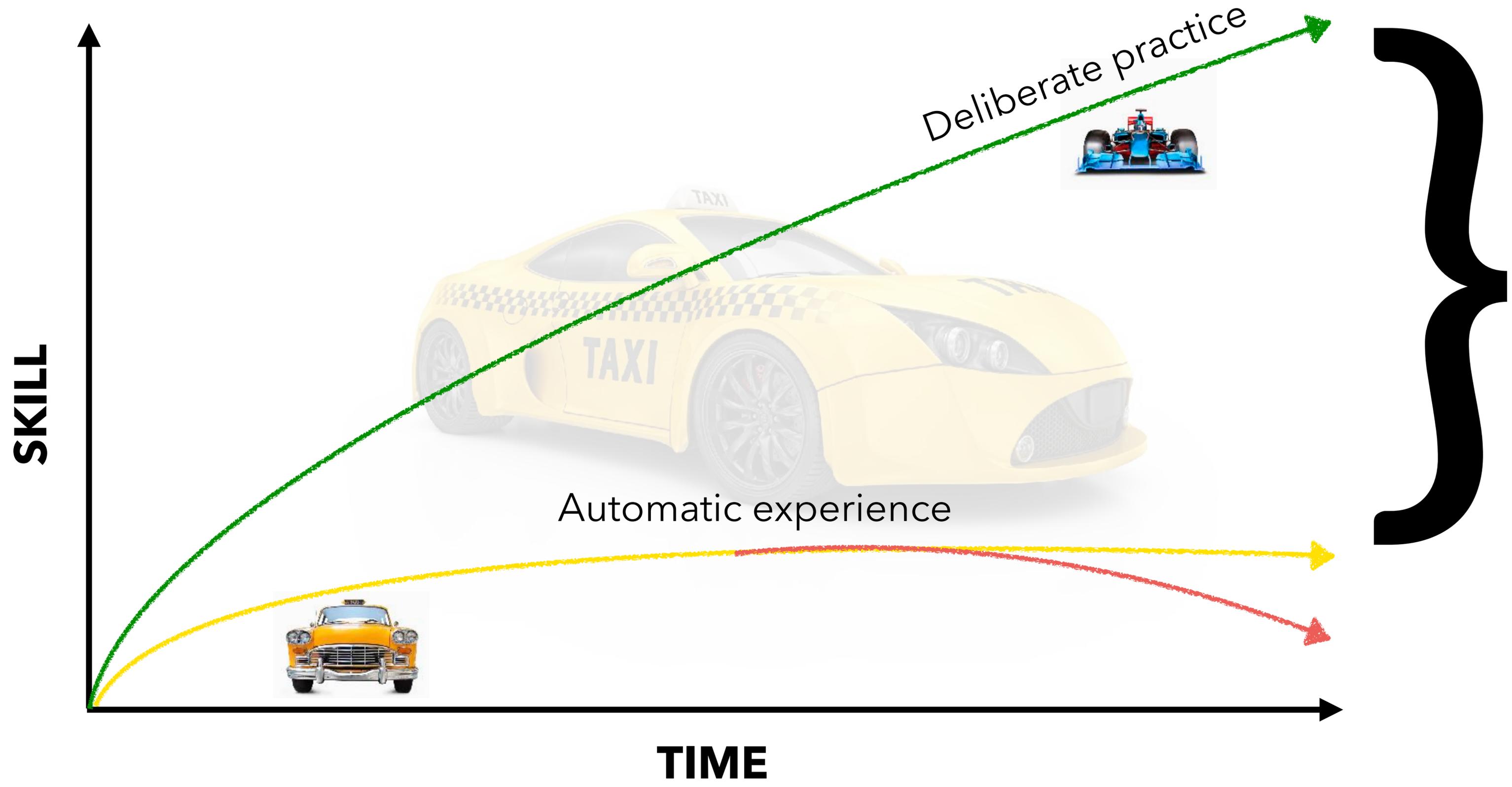
3. Deliberate Practice
Taxicabs & Racecars

2. The Foundation
Knowledge, Skill & Discipline

4. Closing
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10X





Deliberate Practice

The five things that have to be true

1. A specific goal, a plan, and a way to measure your progress
2. A willingness to get out of your comfort zone
3. A drive to try differently, not just harder
4. A coach with a mental representation of what great looks like
5. Continuous feedback

You've already done this...



Deliberate practice: Goals

Deliberate Practice

The five things that have to be true

1. *A specific goal, a plan, and a way to measure your progress*
2. A willingness to get out of your comfort zone
3. A drive to try differently, not just harder
4. A coach with a mental representation of what great looks like
5. Continuous feedback



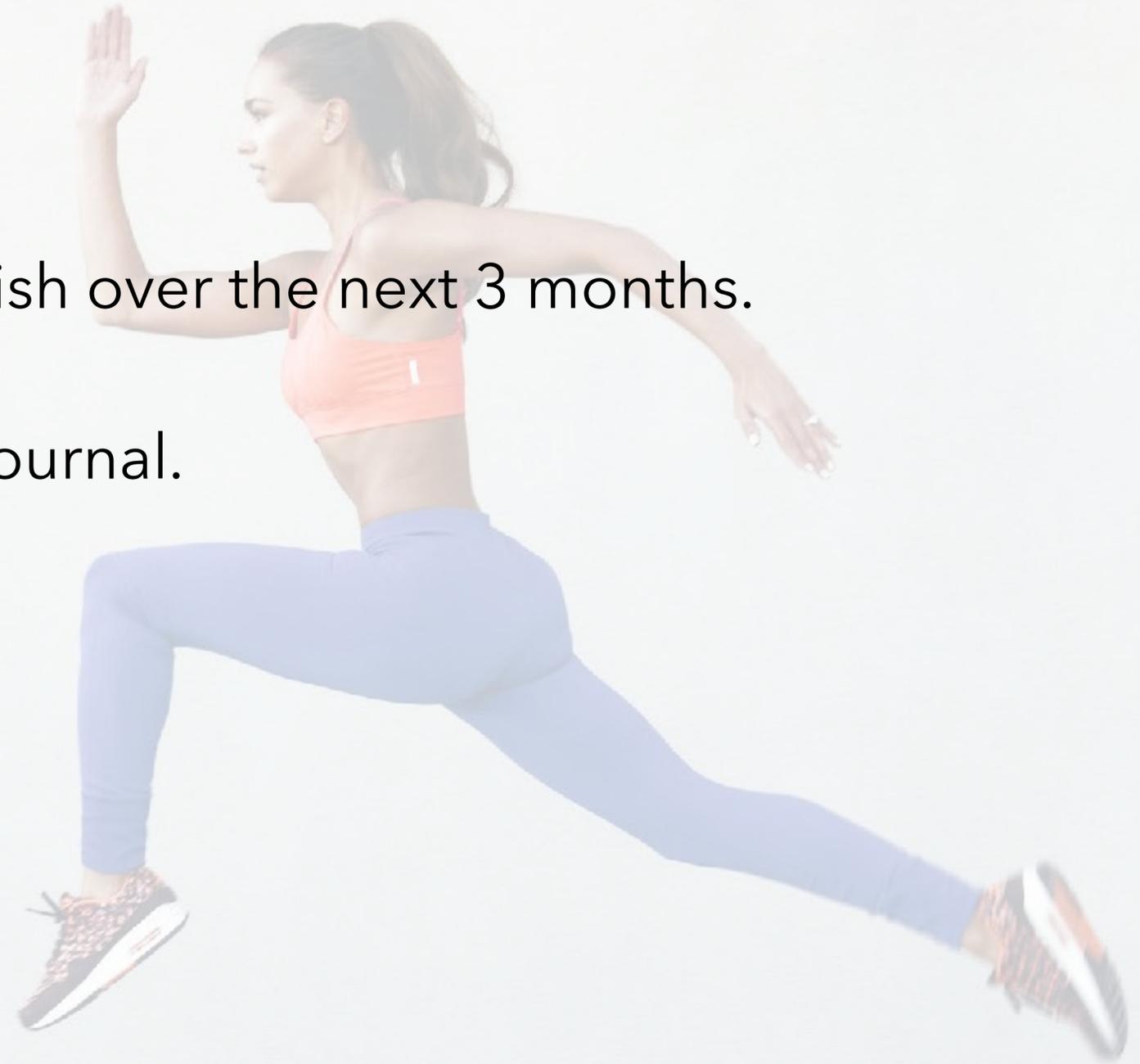
Your goal?

PRACTICE - GOALS

Write down a **goal** you'd like to accomplish over the next 3 months.

Quickly write your goal in your learning journal.

(Total practice time = 2 minutes)



S. - *Specific*

M. - *Measurable*

A. - *Achievable*

R. - *Realistic*

T. - *Timebound*

T. - *Tool*

S. - *Supported*

S. - *Stop*



GOAL COACH

This tool is designed to help you take the first foundational step in building a system of deliberate practice. When you have thought through - and written down and shared - the details of each of these **SMARTTSS** criteria, what you have created is a powerful process that will significantly increase your likelihood of achieving your goal.

ABSTRACT GOAL Specific > Measure(s) > Action(s) > Realistic? > Timebound > Tool(s) > Support > Stop CONCRETE GOAL

EXAMPLE:

Specific goal - What is your goal?

30 new sales opportunities

Measure(s) - How will you know when you've accomplished your goal?

New stakeholder in existing/new client

First meeting executed

Interest indicated by scheduled second meeting

Action(s) - What are three specific actions you can take towards tackling this goal?

Emails to 500 targets

Follow up calls to book first meeting

Share this goal with my coaches

Realistic? - How much of a stretch is this goal?

50% more than last quarter. Doable but will be a challenge.



Timebound - By what day will you have reached this goal?

90 days from now is absolute deadline. Ideal is 75 days from now.

Tool(s) - What tools do you need to help you accomplish this goal?

CRM

Email templates

Prospecting script

Calendar

Support - Who will be your coaches?

Goal Coach: Craig

Email Coach: Susan

Phone Coach: Shane

Stop - What will you stop doing to make room for these new actions?

Spending time making edits to slide decks

*The **problem** with goal-setting using
SMART:*

Outcome-focused vs. Process-focused

Deliberate practice: Discomfort

Deliberate Practice

The five things that have to be true

1. A specific goal, a plan, and a way to measure your progress
- 2. A willingness to get out of your comfort zone**
3. A drive to try differently, not just harder
4. A coach with a mental representation of what great looks like
5. Continuous feedback



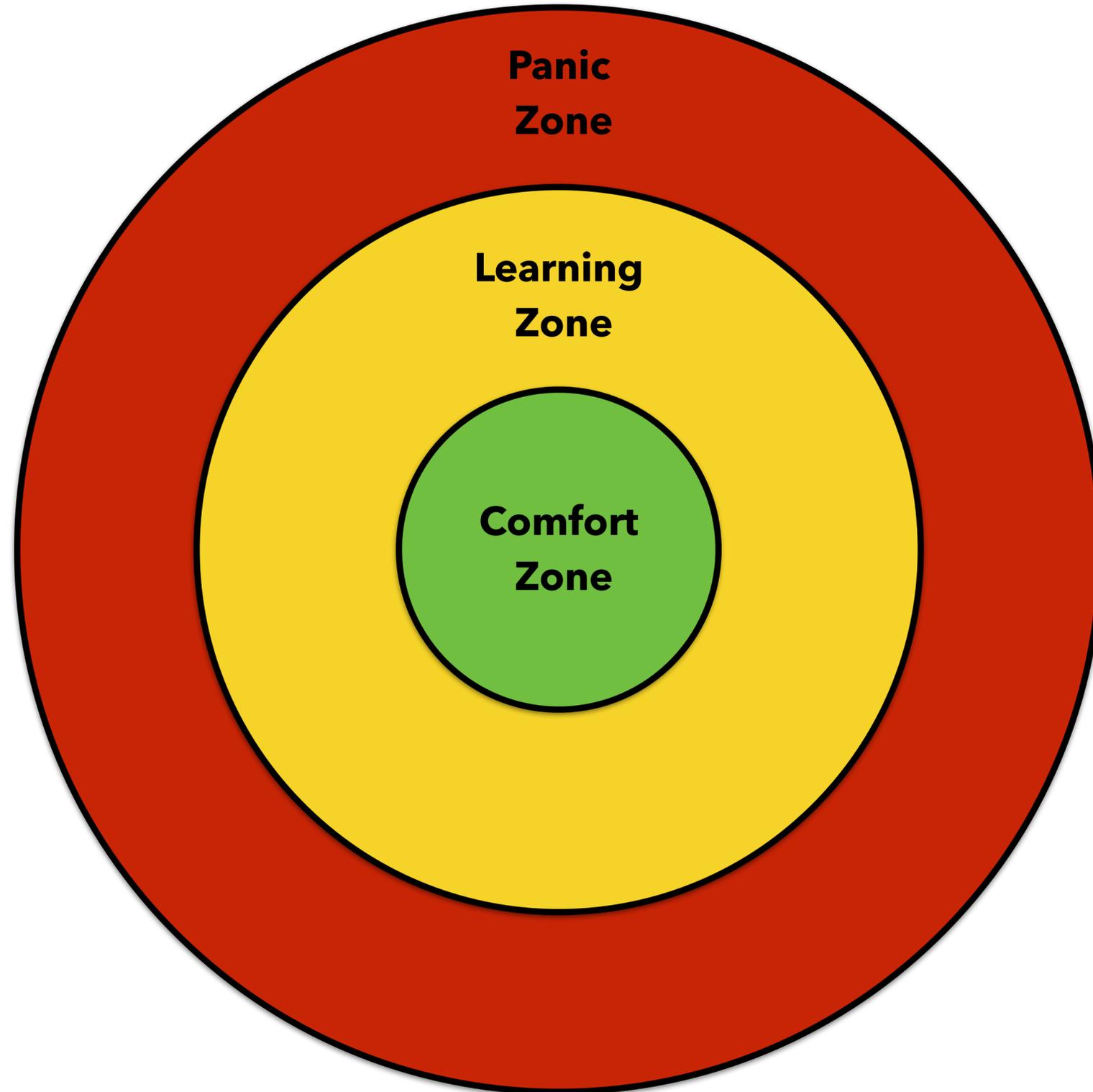
GET

UNCOMFORTABLE



Vicki teaches Craig...

GET
UNCOMFORTABLE



Source: Noel Tichy

Deliberate practice: Try differently

Deliberate Practice

The five things that have to be true

1. A specific goal, a plan, and a way to measure your progress
2. A willingness to get out of your comfort zone
3. **A drive to try differently, not just harder**
4. A coach with a mental representation of what great looks like
5. Continuous feedback





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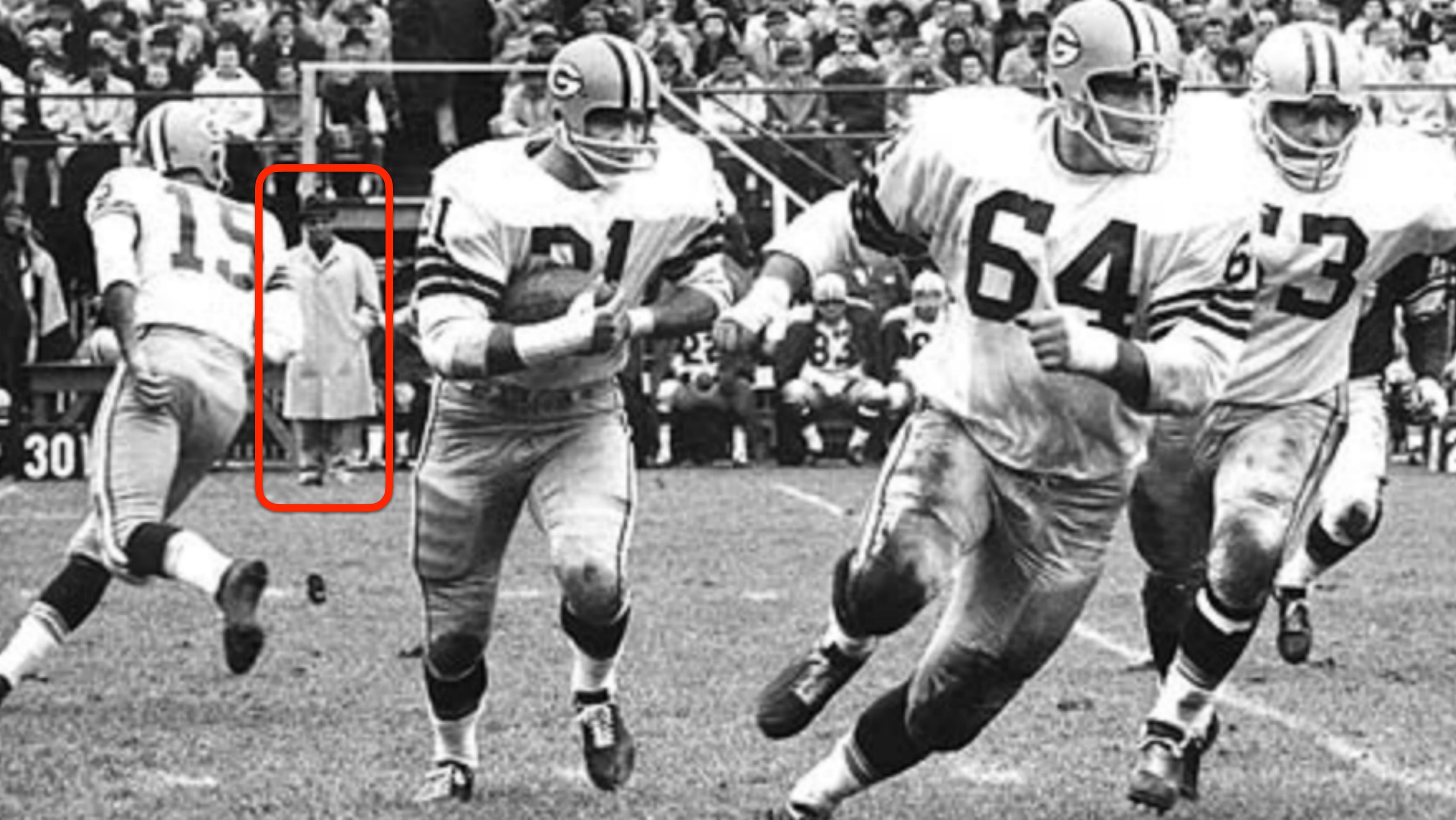
“At this point Dario had become, like Steve before him, the best at this particular skill that the world had ever known.” - **K. Anders Ericsson**

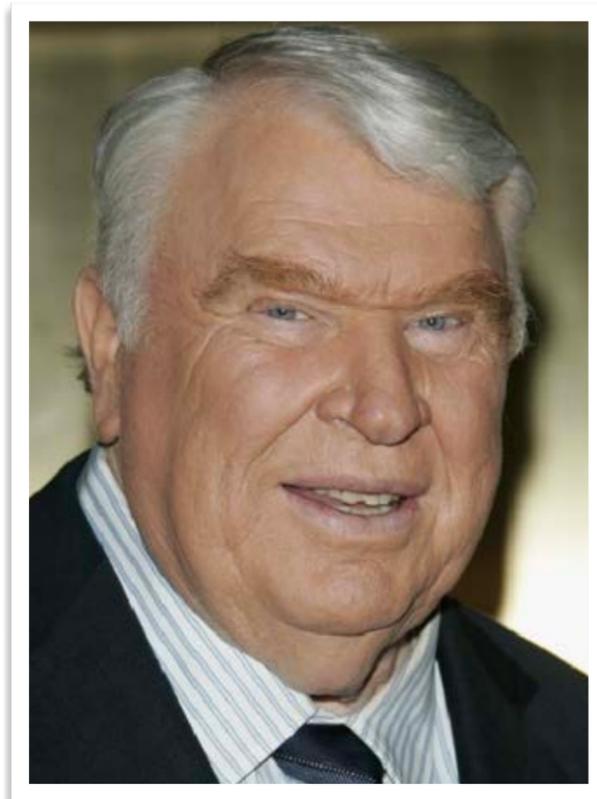
Deliberate practice: Coach(es)

Deliberate Practice

The five things that have to be true

1. A specific goal, a plan, and a way to measure your progress
2. A willingness to get out of your comfort zone
3. A drive to try differently, not just harder
4. A coach with a mental representation of what great looks like
5. Continuous feedback





"I went up there and Vince Lombardi spoke on one play for eight hours. **One play, eight hours.** I couldn't speak on any subject for more than two minutes. I realized at that point, I didn't know a damn thing. I'm a bluff. My knowledge was just surface." - **John Madden**

Deliberate practice: Feedback

Deliberate Practice

The five things that have to be true

1. A specific goal, a plan, and a way to measure your progress
2. A willingness to get out of your comfort zone
3. A drive to try differently, not just harder
4. A coach with a mental representation of what great looks like
5. **Continuous feedback**

The 2x2 Feedback Framework

The world's simplest feedback model

1. Did **well?**

Builds confidence

2. Did **well.**

3. Do **differently?**

Builds competence
(knowledge, a skill, OR a discipline)

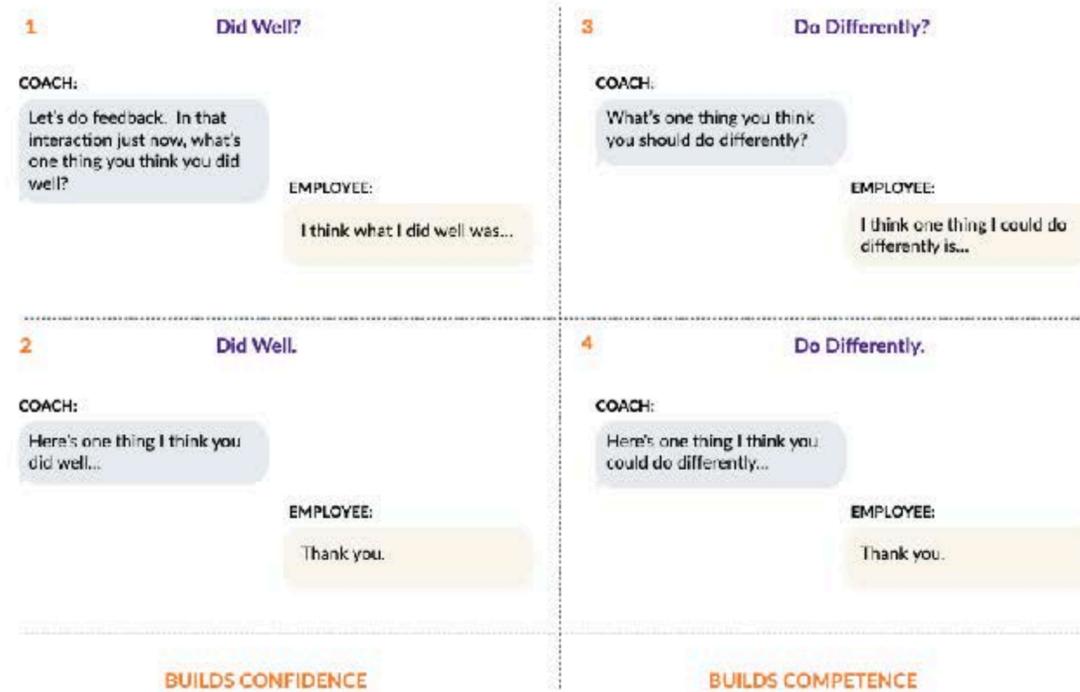
4. Do **differently.**



2X2 FEEDBACK

Feedback is the engine that drives performance. As we strive for excellence - in ourselves and our teams - we must get continuous feedback that provides focus on what we are doing well and what we need to be doing differently.

The purpose of this Tool is to provide a simple, powerful structure for feedback - both to give and receive. The benefit is that this feedback framework removes friction from building the key disciplines of coaching and coachability. This practice enables the ability to get better every single day.



This powerful feedback engine is specifically designed to build both confidence and competence.

The left column of the 2x2 Feedback framework opens the conversation and builds **confidence** by focusing on a 'did well.'

The right column builds **competence** - a piece of knowledge, a skill or a discipline - by focusing on a 'do differently.'

In giving feedback, you must choose only one "did well" and one "do differently." Respectively, these are the most critical element of performance to label & repeat again in the future ("did well"), or focus on for development ("do differently.")

When you coach someone by giving them feedback, you are giving them **GIFTS**:

- Generous** - It is an act of generosity to give the gift of feedback. Be positive and direct, not negative and judgmental.
- Immediate** - Feedback expires, and so it should be given within 24 hours of the interaction itself.
- Factual** - Point to something that an outside observer could verify as evidence of the success or failure of that use of knowledge, skill or discipline.
- Truthful** - Even though it may make you uncomfortable, always give feedback on what the performer needs to hear, and keep it focused on the behavior, not on the person.
- Specific** - Point to the specific actions that were taken or not taken that directly led to the results achieved.
Great job is not feedback.



“Next time you’re tempted to surround yourself with worshipers, go to church. In the rest of your life, seek constructive criticism.” - **Carol Dweck**

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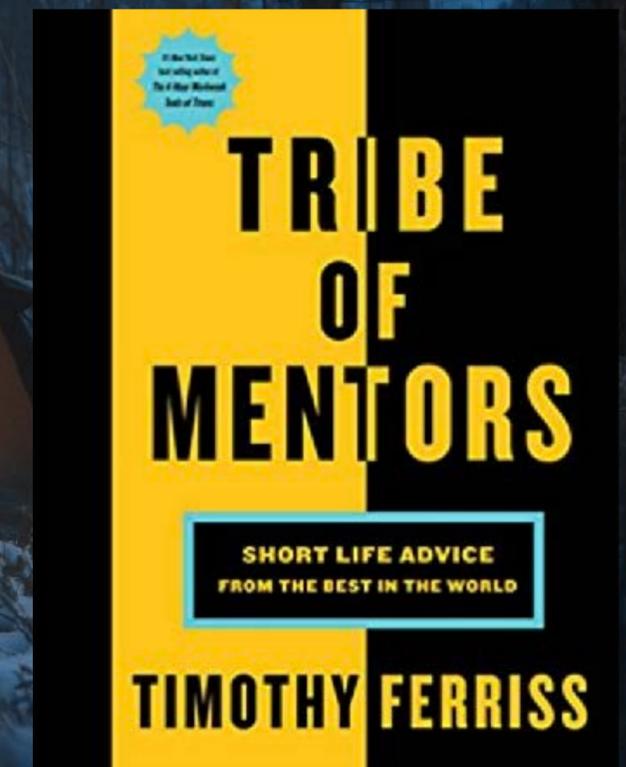
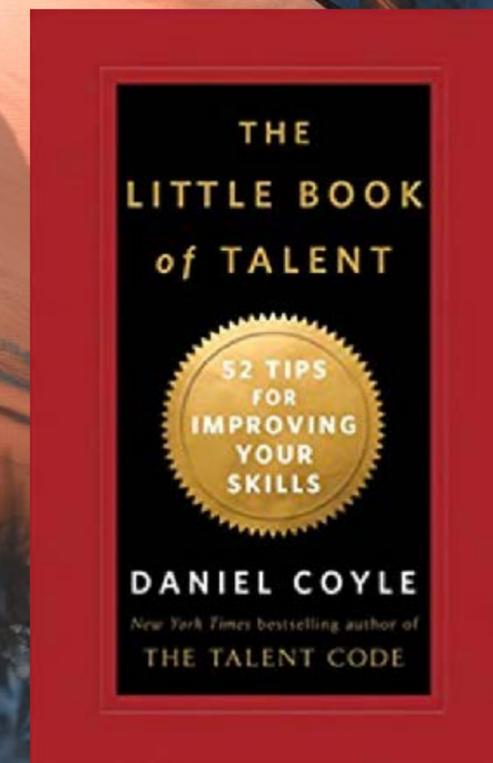
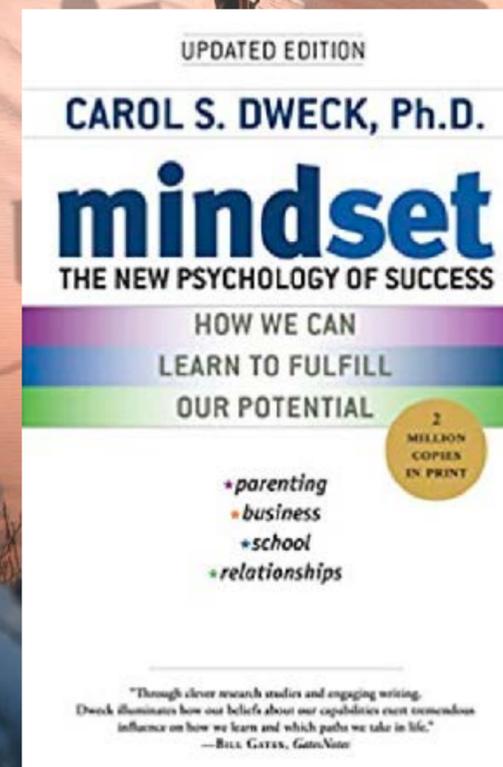
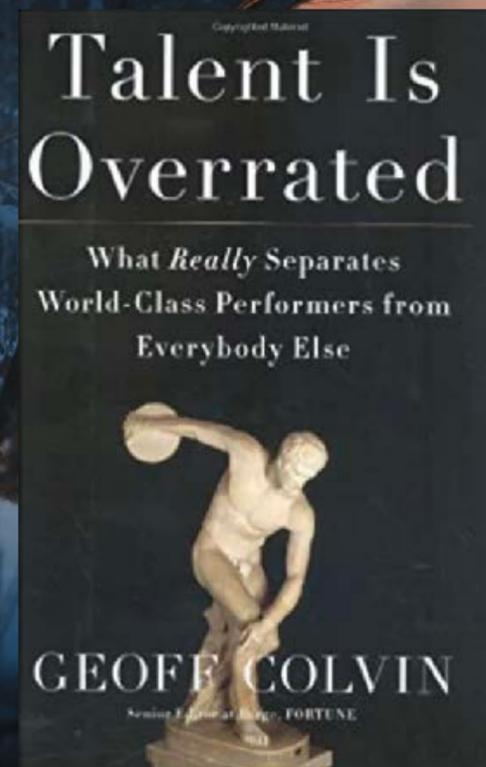
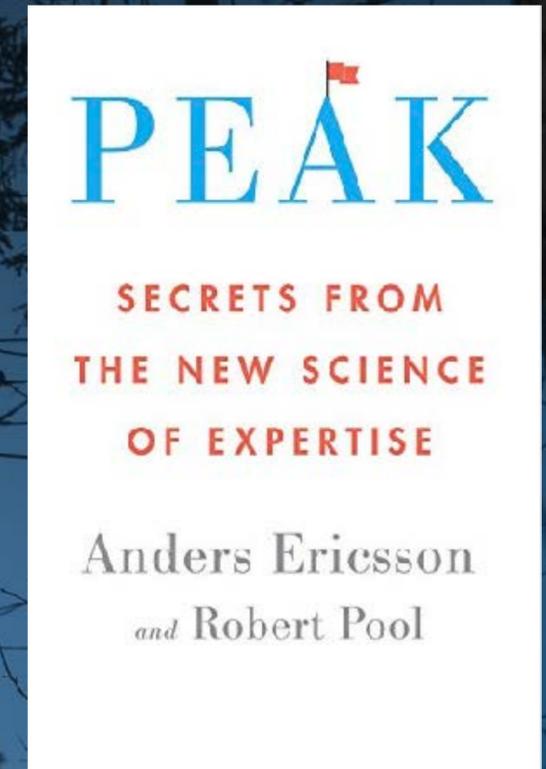
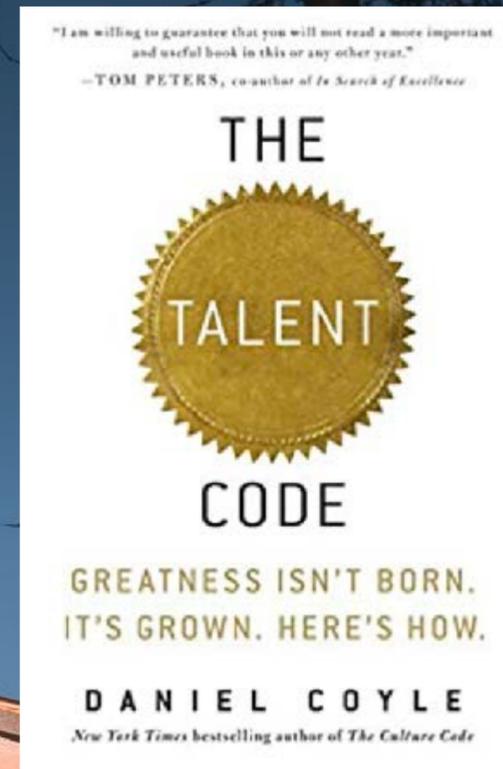
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Now, choose.

Reading recommendations



Want to learn more?

1. Kellogg Sales School *(live link)*

Professional Certificate in Sales

2. Kellogg Mastering Sales *(live link)*

A Toolkit for Success

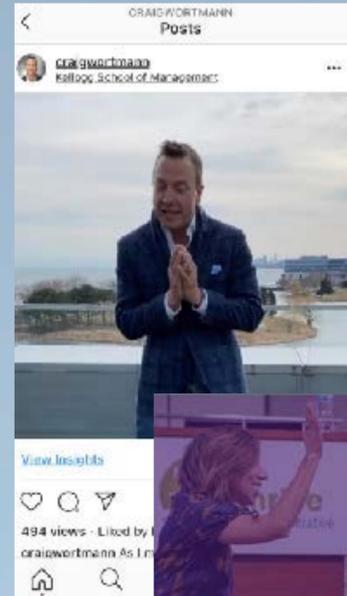
Northwestern | Kellogg

Next alum event...

Please tell your fellow alums to join me for a talk about Kellogg and a quick refresher on Getting Good At Getting Great on **May 22nd in London!**

Northwestern | Kellogg

Please 'follow' me on LinkedIn...I'll be posting more there!



Follow me on these channels!
(just click the logo of the social channel, and you will go right to us)

Thank you.

