

---

### Overview

This unit is about managing a small team of marketing/sales personnel, and includes providing leadership, direction as well as supporting, encouraging and motivating the team towards achievement of its objectives. It also includes planning and recruiting appropriate personnel.

#### Who this unit is for

This unit is recommended for those responsible for managing a small marketing/sales team, but who are not necessarily a marketing/sales specialist themselves. For example, such individuals might be 'general' managers within larger organisations, or managers and/or proprietors within small to medium sized organisations.

#### Related specialist units

Those seeking specialist standards offering greater depth regarding this area are referred to the following related MSSSB units:

#### Marketing units

1. Lead marketing/marketing communications teams
2. Recruit, select, and keep marketing colleagues
3. Plan the marketing workforce

#### Sales units

4. Lead a sales team
5. Motivate sales professionals and sales partners
6. Recruit sales team members

Details of these units can be accessed via <[www.msssb.org](http://www.msssb.org)>

# CFAMSSNS21

## Manage your marketing and sales team

---

### Performance criteria

- You must be able to:*
- P1 establish a direction and purpose for marketing/sales and communicate it clearly and enthusiastically, working with your team to agree the supporting strategy, objectives and plans
  - P2 ensure that people working within your team understand and can see how the direction, purpose and plans link to the overall objectives of your organisation
  - P3 involve team members in planning how the team will achieve its objectives
  - P4 ensure that each member of the team has personal work objectives and targets, taking into account individual strengths and weaknesses
  - P5 develop a range of leadership styles and select and apply them to appropriate situations and people
  - P6 identify the type of skills, knowledge, understanding and experience required to undertake current and planned marketing/sales activities
  - P7 make sure that your organisation has a marketing/sales workforce which provides a suitable mix of people to achieve its objectives
  - P8 identify and review the options for addressing any identified shortfalls in resource requirements and decide on the best option(s) to follow
  - P9 seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues, where necessary
  - P10 talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
  - P11 encourage and recognise creativity and innovation by the team, motivate team members to present their own ideas and listen to what they say
  - P12 encourage, coach and support team members to achieve their personal work objectives and targets
  - P13 motivate and support people across your team to achieve their work and development objectives and provide recognition when they are successful
  - P14 empower people in your team to develop their own ways of working, and to take their own decisions within agreed boundaries
  - P15 encourage people to give a lead in their own areas of expertise and show willingness to follow this lead

# CFAMSSNS21

## Manage your marketing and sales team

---

### Knowledge and understanding

*You need to know and understand:*

#### **General knowledge and understanding**

- K1 a range of different leadership styles and how to select and apply these to different situations and people
- K2 types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
- K3 how to empower people effectively
- K4 the importance of recognising performance and how to select and apply successfully different methods for encouraging, motivating and supporting people and recognising achievement
- K5 the range of financial and non-financial incentives and motivational tools available to motivate members of the team
- K6 how to carry out appraisals and regular performance assessments in order to judge the levels of personal motivation in the team
- K7 team building techniques that support motivation and the building of team performance
- K8 the information required to undertake workforce planning
- K9 potential causes and effects of high and low staff turnover, and measures which can be undertaken to address staff turnover problems
- K10 recruitment and selection methods available, and their associated advantages and disadvantages
- K11 the importance of employment contracts, including clauses to protect against disclosure of company plans and related confidential information
- K12 sources of specialist expertise in relation to workforce planning, recruitment and selection, and how to make use of them

*You need to know and understand:*

#### **Industry/sector specific knowledge and understanding**

- K13 legal, regulatory and ethical requirements in your industry/sector impacting upon managing teams, including recruitment

*You need to know and understand:*

#### **Context specific knowledge and understanding**

- K14 how the marketing/sales team fits within your organisation, its current and desired range of influence and the reasons for any gap between the current and desired states
- K15 your own strengths and limitations in the leadership role
- K16 the strengths, limitations and potential of people that you lead
- K17 the objectives and operational plans for your area of responsibility
- K18 types of support and advice that people are likely to need and how to respond to these
- K19 local employment market conditions
- K20 employment policies and practices within your organisation, including recruitment, selection, induction, development, promotion, retention,

# CFAMSSNS21

## Manage your marketing and sales team

---

redundancy, dismissal, pay and other terms and conditions

# CFAMSSNS21

## Manage your marketing and sales team

---

### Additional Information

#### Behaviours

1. You make time available to support others
2. You show integrity, fairness and consistency in decision-making
3. You are equitable when dealing with team members, show awareness of equal opportunities and recognise diversity within the team

# CFAMSSNS21

## Manage your marketing and sales team

---

**Developed by** CFA Business Skills @ Work

---

**Version number** 1

---

**Date approved** November 2007

---

**Indicative review date** November 2009

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** MSSB

---

**Original URN** S21

---

**Relevant occupations** Agriculture, Horticulture and Animal Care; Business, Administration and Law; Information and Communication Technology; Arts, Media and Publishing; Health, Public Services and Care; Medicine and Dentistry; Nursing and Subjects and Vocations Allie; Health and Social Care; Public Services; Child Development and Well Being; Agriculture; Horticulture and forestry; Animal care and veterinary science; Environmental conservation; Professional Occupations; Managers and Senior Officials; Information and Communication Technology; Research Professionals; Librarians and Related Professionals; Engineering Professionals; Science Professionals; Database Administration; Software Development; Systems Support; Local Area Archives; Microfilm and Microfiche Technician; Associate Professionals and Technical Occupations; Corporate Managers and Senior Officials; Microsoft Certified Professional; Application Support; Business Analyst; Managers and Proprietors in Hospitality ; ICT for practitioners; ICT for users; Science and mathematics; Science; Mathematics and statistics; Engineering and manufacturing technologies; Engineering; Manufacturing technologies; Transportation operations and maintenance; Construction, planning and the built environment; Architecture; Building and construction; Urban, rural and regional planning; Retail and commercial enterprise; Retailing and wholesaling; Warehouse and distribution; Service enterprises; Hospitality and catering; Leisure, travel and tourism; Sport, leisure and recreation; Travel and tourism; Performing Arts; Crafts, creative arts and design; Media and communication; Publishing and information services; History, philosophy and theology; History; Archaeology and archaeological sciences; Philosophy; Theology and religious studies;

# CFAMSSNS21

## Manage your marketing and sales team

---

Social sciences; Geography; Sociology and social policy; Politics; Economics; Anthropology; Language, literature and culture; Languages, literature and culture of the; Other languages, literature and culture; Linguistics; Education and training; Teaching and lecturing; Direct learning support; Preparation for life and work; Foundations for learning and life; Preparation for work; Accounting and finance; Administration; Business management; Marketing and sales; Law and legal services; Production Managers; Functional Managers; Quality and Customer Care Managers; Financial Institution and Office Manager; Managers in Distribution, Storage and Re; Protective Service Officers; Health and Social Services Officers; Managers in Farming, Horticulture, Forest; Managers and Proprietors In Other Services; Health Professionals; Teaching Professionals; Legal Professionals; Business and Statistical Professionals; Architects, Town Planners and Surveyors; Public Service Professionals; Science and Engineering Technicians; Draught persons and Building Inspectors; IT Service Delivery Occupations; Health Associate Professionals; Therapists; Social Welfare Associate Professionals; Protective Service Occupations; Artistic and Literary Occupations; Design Associate Professionals; Media Associate Professionals; Sports and Fitness Occupations; Administration and Secretarial Occupations; Government and Related Organisations; Finance; Records; Communications; General; Secretarial and Related Occupations; Skilled Trades Occupations; Skilled Agricultural Trades; Metal Forming, Welding and Related Trade; Metal Machining, Fitting and Instrument ; Vehicle Trades; Electrical Trades; Construction Trades; Building Trades; Textile and Garment Trades; Printing Trades; Food Preparation Trades; Skilled Trades NEC; Personal Service Occupations; Healthcare and Related Personal Services; Childcare and Related Personal Services; Animal Care Services; Leisure and Travel Service Occupations; Hairdressers and Related Occupations; Housekeeping Occupations; Personal Services Occupations NEC; Sales and Customer Services Occupations; Sales Assistants and Retail Cashiers; Sales Related Occupations; Customer Service Occupations; Process, Plant and Machine Operatives; Process Operatives; Plant and Machine Operatives; Assemblers and Routine Operatives; Construction Operatives; Transport Drivers and Operatives; Mobile Machine Drivers and Operatives; Elementary Occupations; Elementary Agricultural Occupations; Elementary Construction Occupations; Elementary Process Plant Occupations; Elementary Goods Storage Occupations; Elementary Administration Occupations; Elementary Personal Services Occupations; Elementary Cleaning Occupations; Elementary Security Occupations; Elementary Sales Occupations; Transport Associate Professionals; Legal Associate Professionals; Business and Finance Associate Professionals; Sales and Related Associate Professional; Conservation Associate Professionals; Public Service and Other Associate Professionals

# CFAMSSNS21

## Manage your marketing and sales team

---

### Suite

Marketing and Sales Standards for non-specialists

---

### Key words

manage your marketing and sales team