



BODY OF KNOWLEDGE

Sales Management Training

SMT · 9 weeks · 45 lessons

Capstone artefact: Sales Leadership Playbook

WEALTHPRO AFRICA · E-LEARNING PROGRAMME 2026–2027 · "STRUCTURED. PRACTICAL. CREDIBLE."

Overview

About WealthPro Africa

WealthPro Africa is a structured, OECD-aligned e-learning platform delivering financial literacy and professional skills education across African markets, including Kenya, Nigeria, Ghana, Uganda, Tanzania, and Rwanda. Every lesson is built to the WealthPro 14-Point Lesson Standard and delivered on the WealthPro LMS, powered by OpenEdX, so that learning is practical, credible, and grounded in the realities of the African professional context.

About This Course

Sales Management Training (SMT) is built for sales managers transitioning from individual contributor to frontline and senior sales leadership. It closes the most dangerous gap in sales organisations: the leap from top performer to true leader. Most top salespeople fail as managers, not because they lack intelligence or drive, but because they attempt to manage the way they sold, personally and heroically and without systems. SMT builds the mindset, frameworks, tools, and African-market-specific skills required to lead, develop, and scale a high-performing sales team.

The course is structured across three levels. Level 1 (Beginner) addresses the transition: identity shift, mandate redefinition, sales planning, territory management, and team motivation and recruitment. Level 2 (Intermediate) builds the core management disciplines: coaching individuals, monitoring performance, running effective 1-to-1s, delivering feedback that changes behaviour, and executing strategically aligned sales plans. Level 3 (Advanced) scales the leader: managing managers, leading across diverse African markets and cultures, applying AI to the management function, and building a personal leadership brand. Every lesson produces an output that feeds the cumulative capstone, so by Week 9 you hold a Sales Leadership Playbook your organisation can implement and your team will feel.

Course Learning Outcomes

1. SMT-CO1: Execute the transition from top salesperson to effective sales manager without the common pitfalls.
2. SMT-CO2: Build and implement a sales plan with territory allocation, targets, and activity management frameworks.
3. SMT-CO3: Recruit, onboard, motivate, and retain high-performing sales team members.
4. SMT-CO4: Coach individual salespeople using structured, evidence-based coaching methodologies.
5. SMT-CO5: Design and use a performance management system that drives accountability and improvement.
6. SMT-CO6: Execute strategic sales plans that align team activity to organisational revenue objectives.

7. SMT-CO7: Scale sales leadership capacity by managing managers and building leadership bench strength.

How to Use This Body of Knowledge

This Body of Knowledge maps the full scope of the course: its domains, learning objectives, and key terms. Use it to preview the scope before the course begins, as a study checklist during the course, and as a professional reference afterwards. The BOK is the map; the LMS is the journey.

Capstone Artefact

The capstone artefact is the Sales Leadership Playbook, a complete, organisation-ready management document that captures the sales leader's team plan, coaching system, performance management framework, culture manifesto, cross-market strategy, AI toolkit, and personal leadership brand. It is built progressively across all nine weeks, with each lesson workshop contributing one component, from the 90-day transition blueprint in Week 1 through to the culture manifesto and growth roadmap in Week 9. It is graded against the WealthPro SOLO Workbook Grading Rubric V1.0, with L4 (Relational) the minimum for course completion credit, and submitted as a standalone PDF plus a capstone presentation.

Recommended Resources

- WealthPro Africa (2026). Sales Management Training Workbook, SMT01/02/03. WealthPro Africa. Available at: lessons.wealthpro.africa
- Whitmore, J. (2017). Coaching for Performance: The Principles and Practice of Coaching and Leadership. 5th edn. Nicholas Brealey Publishing, London.
- Dixon, M., Adamson, B. and Spenner, P. (2012). The Challenger Sale: Taking Control of the Customer Conversation. Portfolio/Penguin, New York.
- Harvard Business Review (2019). HBR's 10 Must Reads on Sales. Harvard Business Review Press, Boston, MA.
- Earley, P.C. and Mosakowski, E. (2004). Cultural Intelligence. Harvard Business Review, 82(10), pp. 139-146.

Table of Contents

01 Domain 1: Transitioning from Salesperson to Manager (10%)

02 Domain 2: Sales Planning & Territory Management (12%)

03 Domain 3: Managing & Motivating the Sales Team (12%)

04 Domain 4: Coaching & Developing Salespeople (14%)

05 Domain 5: Performance Monitoring & Feedback (13%)

06 Domain 6: Strategic Sales Execution (11%)

07 Domain 7: Managing Managers, Scaling Leadership (9%)

08 Domain 8: Leading Across Markets & Cultures (7%)

09 Domain 9: Capstone: Sales Leadership Playbook (12%)

DOMAIN 1: TRANSITIONING FROM SALESPERSON TO MANAGER (10%)

Learning Objectives

1. Explain why high-performing salespeople commonly fail in their first management role and identify at least three specific behavioural patterns, including hero syndrome and micromanagement, that must be deliberately unlearned.
2. Define the manager's success metrics as distinct from the salesperson's, and articulate the multiplier mindset required to generate results through others rather than personally.
3. Apply the skills-and-will matrix to conduct an initial team assessment on Day One, identifying quick wins, systemic issues, and individuals requiring differentiated attention.
4. Build a 90-day first-manager success blueprint with defined milestones, relationship-building priorities, and early intervention decisions.

Key Terms

- Identity shift
- Leader identity
- Multiplier mindset
- Hero syndrome
- Micromanagement
- Personal quota attachment
- Manager success metrics
- Salesperson success metrics
- Skills-and-will matrix
- Team diagnostic
- Quick wins
- Systemic fix
- 90-day blueprint
- Individual contributor trap
- First-manager transition

DOMAIN 2: SALES PLANNING & TERRITORY MANAGEMENT (12%)

Learning Objectives

1. Build a sales plan that applies both top-down and bottom-up target-setting methods, using activity-to-outcome reverse engineering to connect daily sales behaviours to revenue targets.
2. Design a territory allocation model that balances market potential against coverage capacity, with specific adaptation for African geographic and infrastructure market realities.
3. Construct a pipeline-based sales forecast using the weighted probability method, and demonstrate a structured manager forecast conversation with a direct report.

4. Design a sales reporting and review cadence, weekly, monthly, and quarterly, with a dashboard architecture that distinguishes leading from lagging indicators.
5. Apply the sales plan framework to a real or hypothetical team scenario, producing a complete team sales plan document as a playbook component.

Key Terms

- Sales plan
- Top-down target setting
- Bottom-up target setting
- Activity-to-outcome reverse engineering
- Territory design
- Account allocation
- Territory fairness
- Market potential
- Pipeline-based forecasting
- Weighted probability method
- Forecast conversation
- Sales cadence
- Dashboard architecture
- Leading indicator
- Lagging indicator

DOMAIN 3: MANAGING & MOTIVATING THE SALES TEAM (12%)

Learning Objectives

1. Distinguish intrinsic from extrinsic motivation in a sales team context, applying Herzberg's Two-Factor Theory to design a motivation system that goes beyond commission structures.
2. Conduct a competency-based sales interview that screens for sales DNA, including resilience, drive, and cultural fit, adapted to the realities of the African talent market.
3. Design a structured 30/60/90-day onboarding programme for a new sales hire that includes a mentoring framework, early win design, and clear ramp-time milestones.
4. Identify early retention risk signals in top performers and design career path conversations, stretch assignments, and recognition structures that reduce flight risk.
5. Produce a three-element team motivation framework tailored to a specific sales team context as a playbook component.

Key Terms

- Intrinsic motivation
- Extrinsic motivation
- Herzberg Two-Factor Theory
- Sales DNA
- Competency-based interview
- Resilience screening

- Cultural fit in hiring
- African talent market
- Sales onboarding
- 30/60/90-day ramp
- Mentoring programme
- Early win design
- Top performer retention
- Flight risk indicator
- Recognition structure

DOMAIN 4: COACHING & DEVELOPING SALESPEOPLE (14%)

Learning Objectives

1. Distinguish coaching from managing and apply the GROW model (Goal, Reality, Options, Will) to structure a productive individual coaching conversation with a salesperson.
2. Conduct joint field work using a pre-call briefing, observation discipline, and structured debrief, applying the non-rescue rule to avoid taking over the sales call.
3. Diagnose an individual salesperson's skill gap using call recording analysis and funnel diagnostics before designing a targeted individual coaching plan.
4. Apply a Performance Improvement Plan (PIP) framework and straight-talk conversation structure to address underperformance with both clarity and compassion, distinguishing between invest and exit decisions.

Key Terms

- Coaching vs managing
- GROW model
- Goal-Reality-Options-Will
- Joint field work
- Ride-along
- Non-rescue rule
- Pre-call briefing
- Debrief structure
- Call recording analysis
- Funnel diagnostic
- Individual coaching plan
- Skill gap diagnosis
- Performance Improvement Plan (PIP)
- Straight-talk framework
- Invest vs exit decision

DOMAIN 5: PERFORMANCE MONITORING & FEEDBACK (13%)

Learning Objectives

1. Design a sales scorecard that balances five to seven leading and lagging indicators using a balanced scorecard framework adapted to the team's sales cycle and African market context.
2. Structure and facilitate a weekly 1-to-1 meeting that covers pipeline review, individual coaching, development, and recognition within a defined time discipline.
3. Apply the SBI (Situation-Behaviour-Impact) feedback model to deliver specific, actionable performance feedback that invites dialogue rather than defensiveness.
4. Design a team meeting architecture, weekly, monthly, and quarterly, that creates accountability rhythms without creating a culture of bureaucratic reporting.
5. Produce a complete sales performance management system as a playbook component, including scorecard, 1-to-1 template, and feedback framework.

Key Terms

- Sales scorecard
- Leading indicator
- Lagging indicator
- Balanced scorecard for sales
- Weekly 1-to-1
- Pipeline review conversation
- SBI feedback model (Situation-Behaviour-Impact)
- Actionable feedback
- Defensive response prevention
- Team meeting architecture
- Accountability rhythm
- Review cadence
- Dashboard
- Recognition rhythm
- Performance management system

DOMAIN 6: STRATEGIC SALES EXECUTION (11%)

Learning Objectives

1. Build a strategic sales execution plan that maps team activity explicitly to organisational revenue goals, identifying the three to five critical priorities that will determine quarterly performance.
2. Apply a cross-functional stakeholder management framework, covering marketing, product, finance, and customer success, to remove friction from the pipeline and accelerate deal velocity.

3. Design and execute a sales campaign from initial planning through team briefing, daily activity management, and real-time pipeline adjustment.
4. Prepare and present a quarterly business review that combines performance analysis, strategic response to market conditions, and a forward-looking team plan.

Key Terms

- Strategic sales execution
- Revenue goal alignment
- Critical priority
- Cross-functional stakeholder
- Pipeline velocity
- Deal friction
- Marketing-sales alignment
- Sales campaign design
- Campaign briefing
- Activity management
- Pipeline adjustment
- Quarterly business review (QBR)
- Performance analysis
- Strategic response plan
- Forward-looking plan

DOMAIN 7: MANAGING MANAGERS, SCALING LEADERSHIP (9%)

Learning Objectives

1. Describe the second-level manager transition and apply a multiplier leadership framework to generate results through managers rather than through direct sales relationships.
2. Build a leadership pipeline by identifying future management candidates, designing development tracks, and applying a succession planning framework appropriate to an African sales organisation.
3. Create a coaching culture across a multi-manager team by designing peer coaching rituals and a learning culture that cascades coaching behaviours throughout the organisation.
4. Apply outcome agreements and a management operating rhythm to hold managers accountable for results without reverting to micromanagement or over-involvement in deals.

Key Terms

- Second-level manager
- Managing through others
- Multiplier leadership
- Leadership pipeline
- Succession planning
- Development track
- Coaching culture
- Manager-coach
- Peer coaching ritual
- Learning culture

- Outcome agreement
- Management operating rhythm
- Escalation protocol
- Relinquishing control
- Scaling threshold

DOMAIN 8: LEADING ACROSS MARKETS & CULTURES (7%)

Learning Objectives

1. Apply cultural intelligence principles to manage a multicultural sales team in Africa, navigating cross-border team dynamics, language sensitivities, and diverse communication styles.
2. Adapt sales strategy to the specific buyer behaviour, payment norm, and trust-building dynamic differences between East Africa, West Africa, and Southern Africa.
3. Navigate the regulatory, currency risk, and channel strategy considerations relevant to cross-border sales management, distinguishing distributor from direct market entry approaches.
4. Design a sales team DEI (Diversity, Equity, and Inclusion) framework that addresses gender equity in sales, builds a diverse hiring pipeline, and ensures inclusive performance management practices.
5. Produce a three-market expansion sales strategy, with rationale, team structure, and implementation timeline, as a playbook component.

Key Terms

- Cultural intelligence
- Multicultural sales team
- Cross-border dynamics
- East Africa buyer behaviour
- West Africa buyer behaviour
- Southern Africa market
- Payment norm differences
- Trust-building across cultures
- Distributor strategy
- Direct market entry
- Currency risk for sales planning
- Regulatory considerations
- DEI in sales (Diversity Equity Inclusion)
- Gender equity in sales
- Inclusive performance management

DOMAIN 9: CAPSTONE: SALES LEADERSHIP PLAYBOOK (12%)

Learning Objectives

1. Build a high-performance sales culture by defining the cultural rituals, shared language, hiring criteria, and culture-detractor removal processes that distinguish a thriving team from an average one.
2. Integrate AI and technology tools into the sales management function, covering forecast accuracy, team productivity, coaching analytics, and ethical AI use, and document them in the playbook.
3. Define a personal leadership brand strategy, including thought leadership content, mentoring, speaking, and social presence, that builds the reputation required to attract and retain top sales talent.
4. Present a complete Sales Leadership Playbook to peers, incorporate structured critique, and produce a final refined version that meets the WealthPro SOLO Rubric L4 standard or above.

Key Terms

- Sales Leadership Playbook
- High-performance sales culture
- Culture manifesto
- Cultural ritual
- Culture add hiring
- Culture detractor
- AI for sales managers
- Coaching analytics
- Forecast AI
- Ethical AI in sales
- Personal leadership brand
- Thought leadership
- Sales talent attraction
- Peer review
- SOLO Taxonomy rubric