Business Case: Emerging Leaders Program

Investing in a new sales manager is an investment in every seller that person leads. The Emerging Leaders Program (ELP) helps new and aspiring managers build the judgment, confidence, and practical skills to lead a team effectively. For employers, it provides structured support at a point when an employee's responsibilities expand from delivering individual results to enabling the performance of others.

Why this investment matters

Strong sales performance does not automatically prepare someone to manage people. A new manager must learn to navigate changing relationships, understand individual motivations, communicate expectations, and make decisions about where to spend limited time. Without support, even a capable employee can struggle to make that transition.

The consequences can extend across the team: unclear priorities, unresolved friction, delayed decisions, and a manager who remains buried in individual work. Providing development early gives emerging leaders a place to examine those challenges and build more effective habits before problems become entrenched.

The value to your organization

Support seller performance. Help managers understand what their sellers need, adapt their approach to different individuals, and communicate in ways that create clarity and support accountability.

Strengthen trust and working relationships. Prepare managers to lead former peers, establish appropriate boundaries, and handle the interpersonal challenges that can undermine a team's effectiveness.

Make better use of management capacity. Help participants set priorities, delegate appropriately, and protect time for leadership responsibilities instead of continuing to do everything themselves.

Develop your next level of leadership. Give employees a structured opportunity to build management capability and demonstrate how they apply it, supporting more informed development and succession decisions.

A practical commitment

ELP includes six virtual sessions of 90 minutes each, for nine hours of live participation. The format allows participants to continue working while applying what they learn between sessions. Employers should also allow time for reflection, application, and brief check ins with the participant's manager.

What participants will work on

1. Getting Started: Your Challenges, Your Goals, Your Cohort. Identify leadership challenges, clarify development needs, and build relationships with peers who can offer perspective and support.

2. Creating Value to Build Influence and Credibility. Recognize their value as leaders, cultivate professional relationships, and build trust and influence across the organization.

3. Using Emotional Intelligence to Lead Your Team. Understand seller motivations, recognize their own reactions, and use empathy and self awareness to support growth and respond more effectively to difficult situations.

4. Your Communication Style: In Person and Virtually Is Everything! Communicate expectations clearly, inspire confidence, and adapt their approach to different people and situations.

5. From Peer to Leader: Finding Your Footing. Discuss real management challenges with an experienced leader, including changing relationships, credibility, boundaries, and leading former peers.

6. The New Manager Balancing Act: Managing Time and Priorities. Work through competing demands with a current leader and identify practical ways to prioritize, delegate, and make time for the team.

How employers can assess the value

Before the program, the participant and their manager should agree on two or three specific improvements tied to the employee's role. Review progress at completion and again 60 to 90 days later. Useful indicators include:

- Clearer expectations and more useful conversations with team members.
- More effective delegation and less time spent on work others can own.
- Earlier, more constructive handling of team friction or performance concerns.
- Progress on a specific leadership challenge identified at the start of the program.

Use participant examples, manager observations, and relevant team feedback to assess change. Sales results and retention can provide additional context over time, but should be considered alongside other business factors.

The investment decision

The business case rests on the reach of the manager's role. More effective leadership can improve how an entire team works. ELP gives employers a focused way to support that capability through practical development, candid conversations with experienced leaders, and peer learning grounded in participants' current challenges.

For organizations promoting strong sellers or preparing employees for their first management role, ELP offers an opportunity to equip those leaders before the demands of the job outpace their experience.

For more information on the Emerging Leaders Program, please contact Gina Stracuzzi. By phone at 703-216-5142 or by email at gstracuzzi@theieps.com