HOLLSTEIN HAMMERSTEIN

PERFORMANCE IN FÜHRUNG UND VERTRIEB

CLIENT

A global company in respiratory health

International Leadership, Sales, and Capability Transformation in MedTech

How an international MedTech company partnered with Hollstein & Hammerstein to establish a multinational sales and leadership development program over 18 months

18 Months	**7 European Countries**	**Sales Reps & Managers**
Program duration	Rollout	Target audiences

Executive Summary

THE PROGRAM

An international MedTech company focused on respiratory therapies set out to strategically strengthen the effectiveness of its sales organizations in seven European countries.

The focus was not on delivering individual training sessions, but on deliberately building a high-performing, learning-oriented, and change-ready sales and leadership culture.

The program integrated:

- Leadership Development
- Sales Excellence
- Coaching Capability
- Change Management
- Capability Development
- Behavioral Change
- Strategic Customer Communication
- Sustainable Transfer and Reinforcement Mechanisms

THE OUTCOME

- Stronger coaching and leadership capabilities among sales leaders
- More structured and effective customer interactions
- More strategic conversation management in the field
- Greater change readiness within teams
- A shared international understanding of leadership, sales excellence, and collaboration

Business Challenge

As part of an 18-month international initiative, the company faced the challenge of developing sales leadership, coaching capability, and sales effectiveness across its sales organizations in seven European countries in a sustainable way.

At the same time, in an increasingly complex market environment, customer interactions, market requirements, and cross-border collaboration had to be aligned more effectively.

The initiative centered on the following questions:

01	How can different market conditions and customer expectations be better integrated into a common sales strategy?
02	What capabilities do leaders and sales teams need to operate effectively in complex, seasonal MedTech markets?
03	How can sales managers act more effectively as coaches and multipliers across the different European markets?
04	How can communication, storytelling, customer visit management, and customer interactions be made more strategic?
05	Which development and transfer measures foster lasting behavioral change in day-to-day leadership and sales?

The program was deliberately positioned not as traditional training, but as a long-term international development journey with a strong practical focus, personal accountability, and direct relevance to everyday sales work.

International Development Architecture

FROM CAPABILITY DEVELOPMENT TO SUSTAINED BEHAVIORAL CHANGE.

CAPABILITY ASSESSMENTS

We analyze strengths, development potential, and organizational needs.

- Competency diagnostics
- Stakeholder understanding
- Behavioral insights
- Development roadmap

ACTION PLANS

We develop tailored action plans with clear goals, measures, and success criteria.

- Target state & priorities
- Measures & content
- Roles & responsibilities
- Success metrics & KPIs

LEADERSHIP FIRST

We develop leaders first—as role models, coaches, and multipliers.

- Leadership modules
- Coaching capability
- Behavioral development
- Role as multipliers

SALES REPS SECOND

We equip the field sales team based on clear expectations and modern customer engagement.

- Strategic customer engagement
- Communication quality
- Everyday application
- Transfer to customer visits

CONTINUOUS REINFORCEMENT

We ensure application and development through reflection, feedback, and coaching.

- Reflection & exchange
- Feedback loops
- Coaching & sparring
- Closing learning loops

TRANSFER & BEHAVIORAL REINFORCEMENT

We embed new behaviors for the long term—for measurable results and impact.

- Behavioral reinforcement
- Integration into processes
- Measurable results
- Long-term embedding

One Development Architecture – 7 Markets

One shared program · One leadership culture · Seven European countries



7
European markets

18
months of program duration

1
shared architecture

DE · Germany

AT · Austria

CH · Switzerland

FR · France

ES · Spain

PT · Portugal

UK · United Kingdom

The Strategic Development Approach

Delivered in 7 European countries over 18 months, the international program developed:

Sales Representatives	Sales Managers	Cross-border leadership and coaching structures

The program combined:

- Face-to-face workshops (across Europe)
- Live online modules
- Capability self-assessments
- Coaching and reflection formats
- Breakout sessions
- Peer learning
- Real-world cases from everyday sales work
- Long-term transfer and reinforcement mechanisms

Of particular importance:
Strong practical focus · Direct applicability in the field · Self-reflection · Coaching rather than purely directive leadership · Long-term embedding of new behaviors

Leadership Development & Change Enablement

"People don't resist change — they resist uncertainty."

KEY FOCUS AREAS

- Leading Through Change
- Coaching Capability
- Stakeholder Management
- Conflict and Performance Coaching
- Managing Resistance
- Leadership Communication
- Change Readiness Within Teams
- Balancing "I lead," "I coach," and "I manage"

LEADERSHIP DEFINED AS

- Providing direction
- Building trust
- Reducing uncertainty
- Fostering commitment
- Enabling development
- Guiding sustainable change

Sales Excellence & Commercial Capability Building

KEY FOCUS AREAS

- Sales Storytelling
- Effective Visit Management
- Assertiveness
- Objection Handling
- Strategic Conversation Management
- Customer Retention
- High-Performance Behaviors
- Strategic Selling
- Long-Term Customer Development

THE TRAINING SESSIONS USED

- Real sales situations
- Concrete customer cases
- Client-specific conversation and training materials
- Simulations of real-world conversations
- Reflection and peer feedback
- Cross-border exchange of experience

CRITICAL: THE COMBINATION OF

- Behavioral development
- Communication quality
- Emotional self-leadership
- Strategic customer focus
- Long-term effectiveness in the field

Capability Assessments & Sustainable Transfer

Both sales representatives and sales managers reflected on:

Existing strengths	Development areas	Communication patterns	Leadership behavior	Individual development goals

THIS RESULTED IN

- Greater personal accountability
- Greater relevance of content
- More individualized development
- Closer link between training and day-to-day leadership

ADDITIONAL SUPPORT

- Coaching conversations
- Reflection exercises
- Action plans
- Peer learning & continuous reinforcement elements

The results were discussed with leaders and translated into concrete development areas and transfer measures.

Results

PARTICULARLY VISIBLE OUTCOMES

- Stronger coaching orientation among sales leaders
- More structured sales and customer conversations
- Greater change readiness within teams
- More personal accountability and reflection
- Stronger international alignment
- Improved collaboration between leaders and the field sales team
- More lasting embedding of new behaviors

UNDERSTANDING THE LEADERSHIP ROLE

The sales managers developed a clearer understanding of their role as:

Coach	Motivator
People developer	Change multiplier

SHARED WAYS OF THINKING AND WORKING

- Leadership
- Communication
- Coaching
- Customer Engagement
- Sales Excellence

Voices from the Program

“The program’s long-term structure made the difference. It wasn’t just about training but about real development.”

“What was especially valuable was the combination of leadership, coaching, and practical sales application.”

“The workshops helped us guide change more actively instead of simply reacting to it.”

“We didn’t just learn methods—we changed how we understand leadership.”

“The international exchange helped us bring different perspectives together and learn from one another.”

The Program's Success Factors

Leadership First

01

Leaders were developed first and were able to model new behaviors right away.

Capability Assessments

02

Development was based on individual strengths and development areas—not on assumptions.

Real Business Application

03

Work with actual customer cases and real-world challenges from everyday sales work.

Reinforcement

04

Transfer was systematically supported over 18 months—through coaching, peer learning, and follow-up.

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KEY LEARNINGS

Today, international sales and leadership development requires more than traditional training programs.

Lasting change happens where:

Leaders act as coaches	Change is actively guided	**Behavioral development is supported over the long term**	Teams take ownership	Learning is directly connected to daily work

Sustainable organizational change becomes significantly more effective when leadership reinforcement and operational execution are developed as one integrated system—not as separate initiatives.

Only when leaders model new capabilities, set priorities, and consistently embed them in daily work does the necessary chain of impact emerge—from knowledge to application to measurable change in behavior and customer interactions.