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Sales Driven People



Schwerpunkt

Zwischen KI, Omnichannel
und People Business

Agile Mindset for Sales Driven
People in Personal Selling

Building Trust in Hybrid Selling

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Wenn Fähigkeiten, Rolle
und Verkaufssituation nicht
zusammenpassen

Den Einkäufer verstehen –
Erfolgsfaktoren des partner-
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Agile Mindset for Sales Driven People in Personal Selling

Digital transformation and artificial intelligence are intensifying pressure on Sales Driven People in B-to-B selling to critically reassess their established routines. This article examines how an Agile Mindset can address technology acceptance barriers and explores how Agile Sales Drive may be systematically implemented within sales organizations.

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The digital transformation of sales models has acquired a disruptive dimension through the rapid advancement of artificial intelligence (AI) (Guenzi & Habel, 2020; Singh et al., 2019). Sales organizations increasingly expect their personnel to leverage digital technologies in order to enhance productivity, effectiveness and customer proximity (Agnihotri et al., 2023; Giovannetti et al., 2021). In the B-to-B context, this requires not only migration to new technology platforms, but also a fundamental redesign of work processes, customer interfaces and interaction patterns (Badrinarayanan et al., 2025; Mukhopadhyay et al., 2025). AI-powered tools, ranging from automated lead qualification and sentiment analysis to predictive sales recommendations, are transforming virtually every stage of the sales process (Mukhopadhyay et al., 2025). At the same time, technology overload – understood as the overburdening of salespeople through system features, information proliferation and communication demands – may generate elevated role stress and declining performance, thereby undermining the intended productivity gains (Zhang et al., 2025; Delpechitre et al., 2019; Bunjak et al., 2021).

Empirical evidence suggests that the potential of AI in sales remains largely unrealized in practice. A global study by Salesforce (2026) reveals that currently only 54% of sales teams have deployed AI agents, while a further 34% plan to do so within the next two years. At the same time, significant gaps persist in data quality, data security and system integration: 46% of sales personnel report that data quality issues have already impeded deal closures; 42% indicate experiencing overload due to an excessive number of AI tools; and 60% of working time continues to be absorbed by routine tasks with no direct customer contact.

Digitalization in sales thus lags behind the pace of technological advancement. Successful digitalization initiatives, by virtue of their inherently continuous change character, are inextricably linked to organizational agility (Salmela et al., 2022) – understood as the capacity to sense and respond to change adequately (Tallon et al., 2019). A number of researchers suggest that such initiatives frequently fail due to an absence of an Agile Mindset (e.g. Dikert et al., 2016; Ozkan et al., 2023). Barroca et al. (2020) highlight the growing interest in this topic in research and practice by showing that the investigation of human factors in agile transformations has moved high up on the research agenda.

Barriers to Digitalization in Personal Selling

One explanation may be that individual and organizational acceptance barriers to new technologies are particularly pronounced in personal selling. Research indicates that profes-



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sional experience and established performance routines are especially conducive to technology-related innovation resistance: experienced salespeople rely more heavily on proven approaches and assign greater weight to the perceived risks of new systems as compared to their potential benefits (Weinstein & Mullins, 2012; Jelinek et al., 2006; Sarin et al., 2010). Guenzi and Nijssen (2021) demonstrate that, while digital transformation initiatives provide additional supportive resources, they simultaneously generate significant stress through increased workload, uncertainty and perceived loss of control (Alavi & Habel, 2021), which impedes the integration of digital tools into everyday sales practice. Mullins and Agnihotri (2022) further show that salespeople's readiness to adopt digital tools depends critically on the psychological climate they experience: a supportive climate and shared accountability facilitate adoption, whereas control- and sanction-oriented implementations substantially undermine acceptance.

Micallef et al. (2024) identify six recurring tension fields, including autonomy, control and information load, that are amplified by digital technologies in sales and give rise to adoption barriers at all organizational levels. Research findings also point to a pronounced "dark side" of technology use in B-to-B selling (Delpechitre et al., 2019; Alavi & Habel, 2021; Pullins et al., 2020): technostress, role ambiguity, declining job satisfaction and increased turnover are identified as consequences that are particularly acute in personal selling, as salespeople tend to perceive additional system requirements as a distraction from what they regard as their core activity: direct customer interaction (Tarafdar et al., 2014; Speier & Venkatesh, 2002; Guenzi & Nijssen, 2021; Giovannetti et al.,

Management Summary

This article analyses how digital transformation and artificial intelligence are reshaping personal selling in B-to-B markets and why these developments encounter specific acceptance and adaptation barriers among Sales Driven People. It introduces the concept of an Agile Mindset with four distinct dimensions and explains how this attitude broadens the traditional success model in personal selling. Finally, it identifies key implementation hurdles and translates them into a practice-oriented roadmap that provides concrete design and leadership impulses for sales organizations seeking to develop Agile Sales Drive.

2022). Iyer et al. (2025) further demonstrate, in the context of AI-based sales applications, that technology adoption alone does not produce a direct performance effect; rather, its impact is contingent upon an organizationally embedded capacity for adaptation. This underscores that the core challenge of digital transformation in sales lies not in the availability of technologies per se, but in the attitudinal and cultural preconditions for their effective use in personal selling (Bonnet & Westerman, 2021; Guenzi & Habel, 2020).

These aspects are closely connected to the structural characteristics of personal selling in the B-to-B context. Sales operates in a highly dynamic and turbulent environment (Chonko et al., 2002), characterized by long-term customer relationships, complex buying center structures, individualized solution design and a pronounced results- and commission-driven culture (Rodríguez et al., 2020). Salespeople depend heavily on personal interaction, negotiation skills and relational competence – capabilities that are largely resistant to standardization and automation through technology adoption (Hunter & Perreault Jr., 2007). The competitive organization of many sales teams, tight CRM controls, quota cultures and daily activity targets further constrain the organizational space for experimentation and learning that successful technology integration requires (Guenzi & Habel, 2020).

Transformation Pressure on Sales Driven People

Within precisely this challenging environment, Sales Driven People have historically been particularly successful. “Sales Drive” describes the continuous endeavor of individuals and

organizations to achieve clear competitive advantages and sustainable, profitable growth through consistent customer orientation and highest levels of professionalism in sales. Sales Drive is thus a comprehensive entrepreneurial differentiation principle with sales as the central competitive advantage and seven levers: Strategy, structures, systems, culture, competences, staff and leadership. A special role in this approach is accorded to top salespeople, who are distinguished by seven behaviors that lead to success in selling: They make significantly more contacts, they prioritize customers and set priorities, they offer genuine added value, they enforce high prices, they exceed expectations, they build trust, and they orchestrate a team (Zupancic, 2023).

These “Sales Driven People” are characterized by intrinsic motivation, proactive value creation for customers, a pronounced willingness to go the extra mile and a high degree of entrepreneurial thinking. However, their traditional success formula is often rooted in deeply ingrained routines, individual experiential expertise and a tendency to avoid risk with regard to technological innovation – an attitude that is becoming increasingly problematic in light of the transformation pressure outlined above (Weinstein & Mullins, 2012). A study by Kramer and Krafft (2023) suggests that, as customer complexity increases, digital tools provide only limited support for experienced salespeople, as personal interaction and individual problem solving remain at the center of their value proposition.

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At the same time, however, the acceptance and adoption of these technologies can substantially contribute to managing internal complexity and resolving conflicts in complex supplier organizations. For Sales Driven People in particular, there is thus a risk of developing a biased view of the potential of digitalization, combined with a regressive stance towards personal selling that is oriented towards demarcation and preservation of the status quo. Such a perspective jeopardizes the success of digital transformation and, in turn, the future of Sales Drive itself.

This is where the Agile Mindset concept proposed by Eilers et al., (2022) comes in. It is particularly well suited to the sales context for three reasons. First, the Agile Mindset is explicitly conceptualized as an attitude – rather than a methodology or competence – towards specific behaviors. This links the construct directly to the central debate on the attitude–behavior relationship in sales research (Rafferty et al., 2013; Mullins & Agnihotri, 2022). Second, the construct is operationalized through four empirically validated dimensions that each offer direct points of connection to the success factors of Sales Driven People while simultaneously making their “blind spots” visible. Third, empirical evidence shows that an Agile Mindset exerts an indirect effect on firm performance via strategic and organizational agility (Eilers et al., 2022), a connection that both shapes and extends the relationship between Sales Drive and competitive advantage described by Zupancic (2023).

Agility in Sales

One sector in which agile ways of working emerged early as a response to disruptive market dynamics is the IT industry, particularly software development. Its guiding principles (iterative adaptation, close customer proximity and rapid responsiveness) can be transferred to other corporate functions exposed to high market dynamics, especially sales. In this

understanding, agility refers to “sensing and responding to change” (Tallon et al., 2019, p. 220).

In the literature, agility is discussed on three analytically distinct levels: at the individual level as an attitude or behavior (Agile Mindset), at the normative level as guiding values and principles, and at the operational level as processes, methods and frameworks (Tallon et al., 2019; Eilers et al., 2022). Several agility-related constructs address the sales context, but they differ in their conceptualization and scope from the Agile Mindset concept applied in this article (see table 1).

The table illustrates that existing constructs capture important facets of individual and organizational adaptability in sales, but each focuses on specific behaviors, resource issues or organizational levels. In contrast, the Agile Mindset as defined by Eilers et al. (2022) offers an attitude-based framework that integrates these facets into a coherent underlying attitude. Sales Driven People require such an attitude in order to successfully navigate continuous change (Frino & Desiderio, 2019).

The Agile Mindset in Sales

Building on the mixed-methods study by Eilers et al. (2022) and the quantitative findings of Augner and Schermuly (2025), the

Table 1: Agility Constructs in the Sales Context

Construct	Operationalization	Distinction from the Agile Mindset
Adaptive Selling (Spiro & Weitz, 1990)	Adaptation of selling behavior to situational requirements in customer interactions	Behavioral construct at the situational level – the Agile Mindset is a fundamental attitude that extends beyond customer interaction
Salespeople's Innovativeness (Chen et al., 2015)	Propensity for new ideas and creative approaches in sales situations	Situational creativity focus – the Agile Mindset additionally encompasses self-organization and collaborative exchange
Sales Intra-functional Flexibility (Micevski et al., 2019)	Flexible resource allocation within the sales unit	Team-level resource focus – the Agile Mindset is an individual-level attitude construct
Adaptive Salesforce (Sharma et al., 2020)	Threefold adaptive capacity of the sales organization (function, scaling, technology)	Team-level construct – the Agile Mindset is confined to the individual level
Agility Selling (Bourguignon et al., 2021)	Responsiveness and opportunity orientation as core dimensions of sales agility	Process-based conceptualization – the Agile Mindset addresses the attitudinal precondition for agile action
Sales Agility (Vazzana & Doyle, 2023)	Ability to diagnose sales situations, understand the buyer's position and select and adapt situationally appropriate approaches	Decision- and situation-specific – the Agile Mindset focuses on general learning, collaboration and co-creation orientations, independent of the specific sales situation
Salesperson Change Agility (Kalra et al., 2024)	Readiness to embrace new ideas and assume responsibility for their consequences	The Agile Mindset is conceptualized with a customer orientation and additionally encompasses co-creation and transparent knowledge sharing

Source: Adapted from Kalra et al. (2024).

Table 2: Agile Mindset: Dimensions and Relevance for Sales

Agile Mindset Dimension	Definition	Alignment with Key Success Factors of Sales Driven People	Link to Limitations in Dealing with Technological Change in Sales
Learning Spirit	Positive attitude towards seeking new experiences and insights in order to adapt to change; includes proactive curiosity in the face of unfamiliar situations	Sales Driven People's intrinsic motivation and proactive value creation for customers can be channeled into a curiosity-driven orientation: learning becomes a vehicle for enhancing competitive advantage and deepening customer expertise — thus an extension of Sales Drive rather than a deviation from it	Directly counters the tendency of experienced salespeople to assign greater weight to perceived risks of new systems over their potential benefits; reframes technology experiments as performance-enhancing rather than as threats to established success routines; corresponds to the attitudinal and cultural preconditions identified as the core challenge of digitalization in sales
Collaborative Exchange	Positive attitude towards knowledge sharing, feedback processes and transparent collaboration to solve complex problems; enables the integration of diverse perspectives and collaborative decision-making	Complements the pronounced results- and entrepreneurial orientation of Sales Driven People by expanding the definition of Sales Drive to include collective value creation — knowledge sharing within the team amplifies individual performance rather than replacing it	Addresses the knowledge-hoarding tendencies reinforced by competitive commission structures and individual quota logic; aligns with findings that a supportive climate and shared accountability facilitate technology adoption, while control- and sanction-oriented implementations undermine it
Customer Co-Creation	Positive attitude towards the early, active involvement of customers in co-creative development and work processes with the aim of maximizing customer value creation	Directly builds on Sales Driven People's core strength: long-term customer relationships, relational competence and individualized solution design — co-creation extends this into a structured approach that elevates customer proximity from a behavioral routine to a strategic differentiator	Counteracts the tendency to rely on finished, presentation-oriented solution narratives under quota pressure; supports the management of complexity in buying center structures; addresses the finding that technology adoption alone does not produce a direct performance effect without an embedded capacity for adaptation
Empowered Self-Guidance	Positive attitude towards reflecting on one's own work processes, engaging in self-organization, making autonomous decisions and assuming responsibility; enables experimental and self-directed action	Resonates strongly with Sales Driven People's pronounced need for autonomy and entrepreneurial thinking — self-organization reframes the existing drive for independence from a defensive preservation of routines into a proactive, reflective shaping of one's own ways of working	Addresses the tension between internalized control logics (CRM requirements, daily activity targets, sales scripts) and the space for experimentation needed for successful technology integration; corresponds to the finding that technology adoption barriers are particularly acute when salespeople perceive system requirements as a distraction from direct customer interaction

Source: Authors' table, dimensions adapted from Schreiter et al. (2025) and Eilers et al. (2022).

Agile Mindset is defined as an individual's attitude towards specific behaviors in a complex and dynamic work context. In line with social-psychological attitude research (Eagly & Chaiken, 1993), attitudes are understood as relatively stable, positively or negatively valenced evaluative tendencies – yet fundamentally subject to change depending on their degree of manifestation (Schwarz, 2007).

Eilers et al. (2022) operationalize the Agile Mindset through four empirically validated dimensions: a positive attitude towards Learning Spirit, Collaborative Exchange, Customer Co-Creation and Empowered Self-Guidance (see table 2).

As table 2 shows, these four dimensions align directly with the key success factors of Sales Driven People while simultaneously addressing their previously outlined limitations in dealing with technological change. It is therefore not drive alone, but the attitude linked towards the four dimensions, that determines whether Sales Driven People can fully leverage the potential of digital transformation in personal B-to-B selling.

However, the Agile Mindset is not a fixed personality trait. Studies identify three central levers for its development: first, knowledge impulses that strengthen participation and psychological safety; second, work design that structurally enables collaboration,

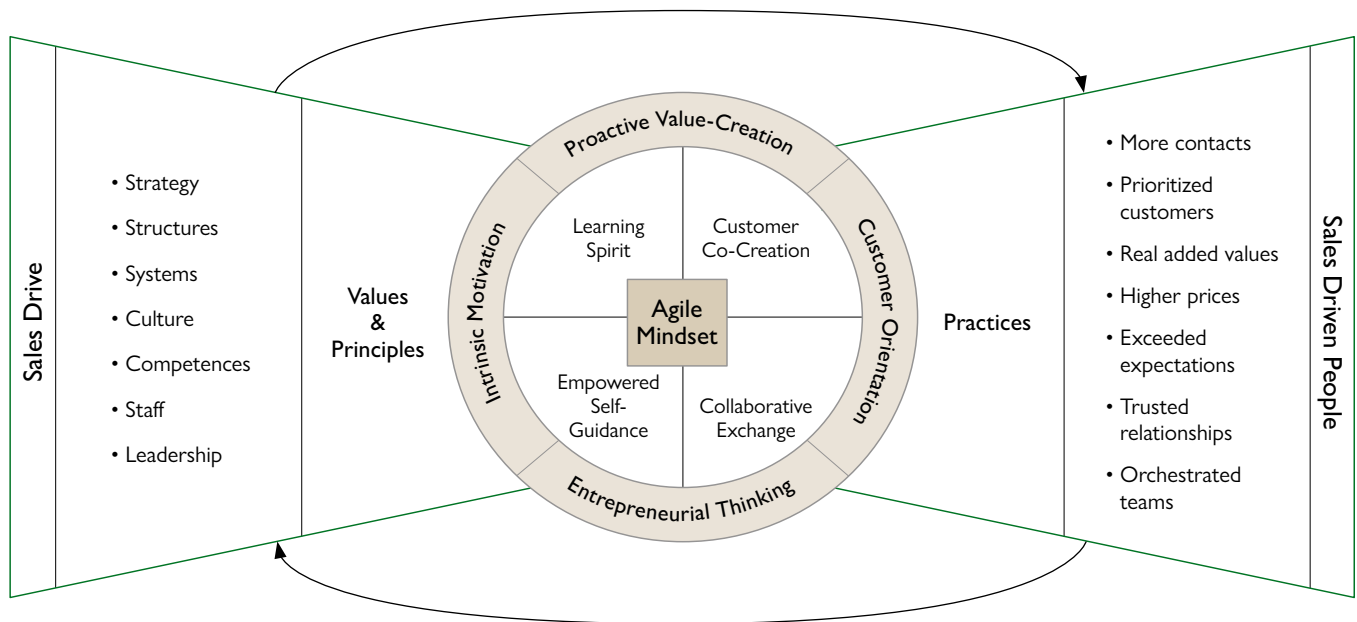
co-creation, learning and self-organization; and third, a leadership style that consistently role-models and reinforces agile behavior (Peters et al., 2020; Rook et al., 2026; Augner & Eilers, 2025).

The preceding considerations are summarized in figure 1. The four dimensions of the Agile Mindset — Learning Spirit, Empowered Self-Guidance, Customer Co-Creation, and Collaborative Exchange — correspond to four core characteristics of Sales Driven People: Proactive Value Creation, Intrinsic Motivation, Customer Orientation, and Entrepreneurial Thinking. In practice, these translate into seven individual practices that distinguish Sales Driven People from average sales personnel: they make significantly more contacts, prioritize customers, create real added value, enforce higher prices, exceed expectations, build trusted relationships, and orchestrate teams. At the same time, the Agile Mindset also manifests in the values and principles that underpin the seven organizational levers of Sales Drive — Strategy, Structures, Systems, Culture, Competences, Staff, and Leadership. The Agile Mindset can thus be understood as a connective tissue linking the individual activities of Sales Driven People with the organizational level of Sales Drive — and in doing so creates the conditions necessary to successfully navigate the digital transformation of sales organizations in an era of increasing AI dynamics.

Main Propositions

- 1 The dynamic development of artificial intelligence is intensifying transformation pressure in personal B-to-B selling.
- 2 Sales Driven People exhibit high performance potential, yet display specific barriers to technology adoption and organizational change.
- 3 An Agile Mindset with four dimensions provides an attitude-based framework for overcoming these barriers.
- 4 The crucial lever is reframing Sales Drive towards value creation based on Learning Spirit, Collaborative Exchange, Empowered Self-guidance and Customer Co-Creation.
- 5 A practice-oriented design roadmap with suitable structural conditions supports Sales Driven People in developing an Agile Mindset in a self-directed way.

Figure 1: Agile Sales Drive



Source: Authors' illustration.

Table 3: Implementation Barriers in B-to-B Sales and Implications for the Development of an Agile Mindset

Agile Mindset Dimension	Implementation Barriers in B-to-B Sales	Implications for an Implementation Roadmap
Learning Spirit	Sales Driven People define success primarily through goal attainment and short-term visible results. In a pronounced quota culture, time invested in learning and experimentation is perceived as an opportunity cost at the expense of deal closures; failure in technology experiments conflicts with their self-image as top performers	Explicitly reframe learning orientation as integral to Sales Drive ("becoming better to create more value for customers") and define it as a performance component; integrate learning time and technology experiments as measurable, positively evaluated activities into target systems; make short-term "learning wins" visible to align with the success logic of Sales Driven People
Collaborative Exchange	Sales Driven People tend to link their status and success to individual performance and exclusive customer or solution access. In competitive commission structures, knowledge hoarding is rational, while sharing is perceived as a potential loss of differentiation. Transparency regarding pipeline and approach is simultaneously seen as exposure to additional scrutiny and criticism	Embed team- and account-based success metrics as a complement to individual performance (e.g. joint goal attainment in buying centers); explicitly recognize and reward sharing and coaching behavior as a distinct dimension of Sales Drive; establish protected formats (peer rounds, win/loss reviews without sanction logic) that make collective success and status gained through knowledge contribution visible
Customer Co Creation	Sales Driven People are strongly oriented towards deal closure and demonstrable customer success, and have often learned to present solutions in a finished form to ensure efficiency. Under quota pressure, co-creative processes with open interim steps are experienced as risky (fear of "losing" the customer), particularly as complex buying center structures complicate iterative alignment and dilute individual attribution of success	Frame co-creation as a lever for increasing customer value and deal probability (e.g. through co-design workshops with a clear value proposition for Sales Driven People); supplement KPIs with metrics for customer co-design and solution fit; establish role models (e.g. key account managers as "co-creation leads") that link co-creative approaches to high visibility and recognition
Empowered Self Guidance	Sales Driven People possess a strong need for autonomy and have often developed highly individualized success routines. Standardized sales scripts, daily activity lists and tightly controlled CRM requirements create tension with this self-conception – experienced either as constraint or, when a control logic has been internalized, as a legitimization for micromanagement. Simultaneously, little space remains for systematic self-reflection, as activity (calls, visits, pitches) remains the dominant currency	Frame self-organization as a professional development of one's own Sales Drive ("my system, consciously designed" rather than "freedom vs. control"); shift from pure activity controlling towards outcome- and development-based controlling; explicitly orient sales leader roles towards coaching and enabling Sales Driven People, and integrate reflection formats (e.g. individual deal and weekly retrospectives) into the sales rhythm

Source: Authors' table.

Barriers to an Agile Mindset in Sales

The Agile Mindset offers a theoretically grounded and empirically validated framework for the successful digitalization of sales. Its application to Sales Driven People appears particularly promising, yet remains demanding. The structural characteristics of B-to-B selling amplify the blind spots of Sales Driven People outlined above. Table 3 illustrates how these barriers manifest across the four mindset dimensions and what implementation steps each implies.

The overview reveals that each of the four Agile Mindset dimensions challenges the traditional success model of Sales Driven People at a distinct point: Learning Spirit collides with short-term goal and performance logic, Collaborative Exchange with individualized status logic, Customer Co-Cre-

ation with presentation-oriented solution narratives, and Empowered Self-Guidance with established understandings of control and autonomy. A design roadmap for structures that foster the self-directed development of an Agile Mindset in sales should not seek to resolve these tensions, but rather to channel them productively by building on existing Sales Drive potential and translating it into an expanded definition of success: moving away from purely individual, short-term goal attainment towards an understanding of sales strength that regards learning capability, co-creation and collective value creation as integral components of Sales Drive.

Agile Sales Drive therefore means that Sales Driven People employ their high-performance orientation not only to exploit existing opportunities, but also to explore new solution pathways, share knowledge within the team and engage in joint value creation with customers. What is decisive is not

Table 4: Roadmap for Agile Sales Drive

Phase	Practices	Quick Wins	Illustrative KPIs
1. Diagnosis Phase (0–3 months)	- Analyze existing Sales Drive logic and incentive systems (e.g. quotas, commission structures, governance logic) - Conduct qualitative interviews or workshops with Sales Driven People to explore experiences regarding learning, collaboration, co-creation, and autonomy — the four Agile Mindset dimensions - Establish a baseline profile of the four mindset dimensions within the sales organization through short surveys, 360° feedback, or pulse checks - Use e.g. Columinity.com as an evidence-based platform to collect initial survey data efficiently	- Comprehensive assessment of the current situation - Identification of key challenges through an Agile Sales Drive heat map	- Participation of all relevant stakeholders in the diagnosis process - Consistency of findings across different perspectives shows shared transparency and understanding of strengths and improvement areas
2. Design Phase (3–6 months)	- Enable sales teams to focus on the Agile Mindset dimensions most relevant to their context and challenges - Empower teams — ideally supported by coaches or facilitators — to define how these dimensions should be developed in practice - Encourage an iterative and self-directed development process with regular reflection and adaptation Illustrative measures: - Learning Spirit: Integrate learning objectives and dedicated learning time into performance agreements; define small-scale experimentation spaces with explicit error tolerance - Collaborative Exchange: Introduce team- and account-based targets as a complement to individual metrics; establish sharing formats (peer rounds, win/loss reviews) with a clear recognition logic - Customer Co-Creation: Embed standardized co-creation modules into opportunity management (discovery workshops, joint solution reviews) - Empowered Self-Guidance: Shift reporting from activity metrics towards outcome- and development-based indicators; define simple reflection formats within the sales rhythm	- Strong commitment to Agile Sales Drive concepts within the teams - Teams independently define initial agile working agreements and improvement goals - Evidence-based challenges are systematically addressed through locally developed solutions - Impact-oriented transformation without overwhelming the organization	- Increasing degree of team autonomy in decision-making - Number of experiments conducted and lessons learned - Identification of validated success factors and best practices
3. Pilot Phase (6–12 months)	- Select one or two pilot teams that voluntarily commit to the Agile Sales Drive transformation - Preferably choose teams with high Sales Drive potential and openness to experimentation - Implement selected design approaches on a trial basis (e.g. new target systems, co-creation modules, reflection formats) - Establish regular feedback loops with Sales Driven People to identify enabling and hindering factors - Support pilot teams through coaching and facilitation	- Iterative and goal-oriented development of Agile Sales Drive practices - Validation of success factors and best practices - Highly motivated pilot teams acting as flagship examples for the transformation	- Customer feedback on co-creation quality - Team-based opportunity conversion rates - Improvements in Agile Mindset survey results
4. Scaling Phase (12–24 months)	- Transfer successful pilot elements into organizational guidelines and standard processes - Share validated best practices through participatory formats such as Open Spaces, Bar Camps, World Cafés, or Communities of Practice - Reinforce leadership roles in line with Digital Sales Leadership principles (coaching, enablement, removal of structural barriers) - Integrate the Agile Mindset into onboarding, and professional development processes	- Agile Mindset elements integrated into onboarding programs - Greater visibility of collaborative success stories and customer co-creation examples - Standardized leadership coaching routines	- Share of teams applying agile sales routines - Internal participation rate in communities of practice
5. Institutionalization Phase (from 24 months)	- Establish regular mindset measurement within the sales review cycle - Use e.g. Columinity.com to continuously monitor mindset development over time - Make Agile Sales Drive success stories visible through storytelling and internal case studies - Conduct annual reviews of incentive systems and organizational structures to ensure alignment with the four mindset dimensions	- Agile Mindset discussions embedded in regular sales reviews - Internal storytelling around learning, experimentation, and collaboration becomes part of the culture - Agile Sales Drive integrated into leadership and talent development processes - Teams autonomously continue iterative improvements	- Longitudinal development of Agile Mindset scores - Customer retention and relationship quality - Number of continuous improvement initiatives initiated by teams

Source: Authors' table.

an either/or choice, but the deliberate connection of performance drive and learning orientation – Sales Drive remains the engine, while the Agile Mindset defines how this energy is effectively channeled in the context of digital selling.

A Roadmap for Agile Sales Drive

A viable roadmap for the concrete implementation of structures supporting Agile Sales Drive should operate on three levels (knowledge, work design and leadership) and systematically address all four dimensions of the Agile Mindset.

The roadmap presented above (table 4) is derived from insights gained across eleven applied transformation and organizational development projects conducted with companies from different industries, including the sales organization of a multinational corporation. Recurring patterns became visible regarding the conditions under which staff members were able to develop elements of an Agile Mindset in practice. The identified best practices were systematically reflected

against the four Agile Mindset dimensions and translated into implementation implications for organizations. The roadmap therefore does not represent a normative “one-size-fits-all” model, but rather a synthesis of practices that repeatedly proved helpful in supporting Agile Mindset under different organizational conditions.

The Agile Mindset as a means to enhance technology adoption cannot simply be imposed in personal B-to-B selling; rather, it tends to develop through the self-directed engagement of Sales Driven People themselves. The new logic of thinking challenges the traditional success model of Sales Driven People at several critical junctures. Effective implementation therefore uses Sales Drive as the engine, while systematically broadening it through structural conditions that enable learning spirit, collaborative exchange, customer co-creation and Empowered Self-Guidance. Only when the roadmap, incentive systems and leadership behavior consistently support this expanded logic can the performance and competitive advantages described in this article be fully realized. ■

Lessons Learned

- 1 Deliberately strengthen a learning orientation in sales by defining curiosity, experimentation and constructive handling of failure as integral elements of Sales Drive.
- 2 Foster a mindset of collaborative exchange in which status is derived not primarily from individual performance, but from contributions to collective value creation within the sales team.
- 3 Enable customer co-creation by involving customers early as active co-designers in problem solving and innovation processes – beyond the application of isolated methods or tools.
- 4 Enable self-organization as part of the Agile Mindset by encouraging Sales Driven People to consciously reflect on and shape their own ways of working and to assume responsibility for adaptation in transformation processes.
- 5 Anchor structures that foster the Agile Mindset as an overarching orientation framework that consistently guides technology implementation, leadership approach and sales strategy, rather than positioning them as an additional stand-alone project.

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