

# CASE STUDY

## Leadership Transition: From Commercial Manager to Sales Director Readiness

### Executive Summary

This Envirovue UK engagement, focused on supporting their high-performing Commercial Manager transition toward Sales Director responsibilities while strengthening the performance of a developing sales team.

The end result reflected not only stronger financial performance but also a shift in how the sales function operated.

Results were achieved while the organisation continued to secure larger contracts and expand its commercial footprint in a highly competitive market.

The work focused on strengthening the leader’s ability to deliver results *through the sales team rather than their own individual contribution*.

### Key Leadership Insight

*When organisations scale, leadership effectiveness shifts from personal performance to delivering results through others. In this engagement, strengthening leadership capability within the sales function translated directly into measurable commercial impact, including significant growth in NPAT and 1,123% return on the coaching investment*

### Results

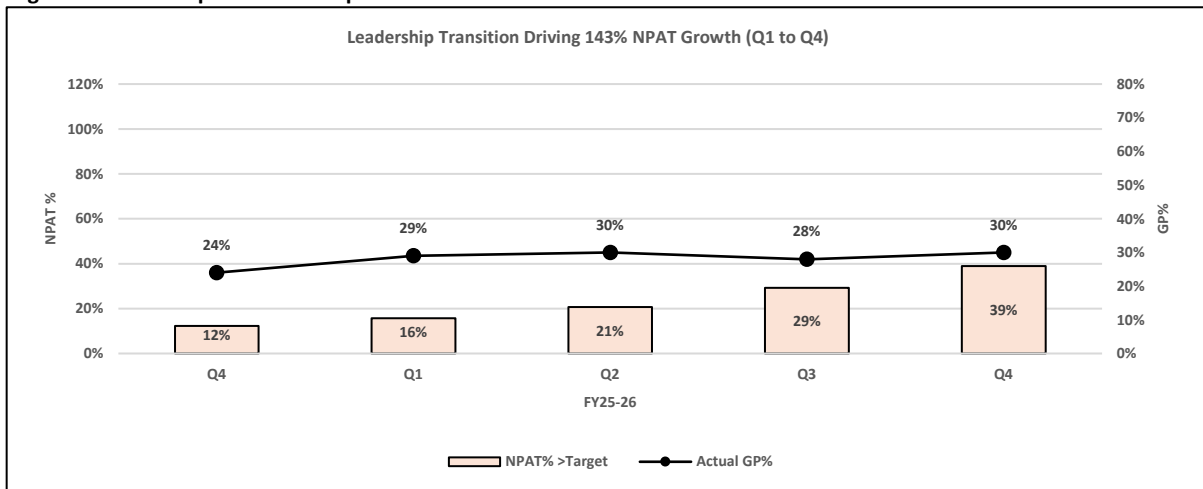
The engagement produced measurable improvements in both commercial performance, leadership capability and sales team performance.

Through the **STRIDE – Elevate Program**, leadership development was directly linked to commercial performance, ensuring behavioural change translated into measurable business outcomes.

Table 1. Key commercial outcomes

Metric	Value Multiplier
Coaching R.O.I	1,123% Return
NPAT Growth	144% increase (8 months)
Leadership Transition	>75% Shift toward Sales Director readiness
Gross Profit Stability	+5% improvement
Sales Team Performance	>1.5 x Annual Salary Return (8 months)

Figure 1. Leadership Transition Impact on NPAT Performance



NPAT exceeded forecast by more than **144% within eight months** as leadership responsibility shifted from individual contribution to structured sales team performance.

## The Challenge: The Transition Gap

Envirovue UK, had built a strong reputation in the waste management sector through waste tracking innovation, operational capability and commercial focus.

*As the business expanded, the nature of leadership within the sales function needed to evolve*

Historically, a highly capable Commercial Manager had been responsible for securing major contracts and driving much of the organisation's commercial success.

While this approach had served the company well during earlier stages of growth, it created a dependency risk as the organisation pursued larger contracts and expanded its sales capability.

At the same time, the sales team was growing rapidly and many team members were still developing the experience required to operate confidently in complex commercial environments.

The leadership challenge was clear:

*Support the transition from high-performing Commercial Manager to Sales Director readiness while enabling the emerging sales team to perform at a higher level*

Without this transition, the organisation faced several risks:

- Continued dependence on a single individual for sales performance
- Reduced ability to scale the sales function
- Increased pressure on founders to re-enter operational sales leadership
- Potential slowdown in growth momentum as competition intensified

The engagement therefore focused on strengthening leadership capability while building the structures required for consistent sales performance across the wider team.

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## Leadership Transition in Action

The core transition centred on shifting from personal commercial delivery to structured sales leadership.

*This required a change in how the leader approached their role*

Success would no longer be defined by the value of deals personally secured, but by the ability to create the conditions for the sales team to consistently generate opportunities, develop relationships and close contracts.

The transition required adjustments in several areas:

- Prioritising leadership and team development over personal deal ownership
- Establishing clearer performance expectations across the sales team
- Improving accountability for activity and pipeline management
- Strengthening the strategic oversight required at Sales Director level

The coaching and mentoring engagement focused on helping the client make these adjustments in real time while continuing to deliver commercial outcomes.

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## Coaching Approach

The transition was supported through the **STRIDE – Elevate Program**, designed for leaders responsible for delivering meaningful results through others. The engagement focused on three interconnected areas:

### 1. Leadership readiness

Clarifying the expectations, behaviours and decision-making required to operate effectively at Sales Director level.

## 2. Sales team performance

Identifying performance barriers within the sales function and strengthening leadership behaviours that would improve team accountability and activity levels.

## 3. Commercial alignment

Ensuring leadership development remained connected to measurable commercial objectives, allowing progress to be evaluated through behavioural change and business performance.

Throughout the program, coaching and mentoring conversations were grounded in the client's real operating environment, including live commercial opportunities, stakeholder relationships and organisational priorities.

This ensured the work remained practical, commercially relevant and immediately applicable. As the leader adjusted their approach, the sales team began to operate with greater clarity, accountability and consistency.

Performance improvements were therefore not dependent on individual effort but increasingly reflected the capability of the wider sales team.

This shift positioned the organisation to continue scaling its commercial activity while maintaining leadership stability within the sales function.

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## Outcome

As organisations grow, success increasingly depends on leaders who can deliver results through others rather than through individual contribution alone.

*This engagement demonstrated the commercial importance of leadership transition readiness*

When leadership capability evolves alongside organisational growth, teams perform more consistently, commercial opportunities are pursued more effectively and the business is better positioned to scale.

For Envirovue UK, the result was a stronger leadership foundation and a sales function capable of supporting the organisation's continued expansion in a competitive market.

These outcomes were reflected directly in the organisation's financial performance.

## Testimonial

"Dale's ability to quickly build trust and create a supportive coaching environment allowed me to reflect openly, develop greater self-awareness, and take real ownership of my growth. The programme was well-structured, insightful, and tailored to my individual needs and the wider context of my role within the business. Throughout the process, confidentiality and psychological safety were consistently maintained, which enabled honest conversations and meaningful development. As a result of the coaching, I feel more confident, accountable and better equipped to collaborate effectively and lead more impactfully. The progress I have made throughout the programme is both tangible and sustainable. I would highly recommend Dale to anyone looking to develop their leadership capability and drive real, lasting improvement in both mindset and performance"

Pete Gardner (Commercial Manager)

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