Meet Sales Quotas Consistently



Crush Your First 90 Days

Advice From 15 Sales Leadership Experts

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Introduction

It was easy for you to meet your sales quotas and commissions when you were selling. That's one of the reasons you were promoted to sales manager. Whether your promotion was 3 days, 3 weeks, 3 months or 3 decades ago, as a sales manager your most important role is performance management. Getting the best performance from everyone on the team.

Mobilizing sales teams to penetrate new and larger accounts, advance more sales, close more deals and being on top of their A game day-in and day-out is every sales managers challenge.

We asked 15 leading sales training, authors, consultants and speakers:

"What's your best advice for a new or emerging sales manager to build a team of top producers who meet and exceed quotas consistently?"

Every company is different. Yet the commonality between all businesses worldwide is each company has a product or service to sell and the sales are generated by the sales people.

Discover the insider tips from these sales experts to motivate, engage and equip your sales team and you're on your way to another stellar sales-busting year.

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Advice For New and Emerging Sales Managers From The Experts

Ride, Ride, Ride and Ride Some More.

Your sellers are not you. You probably got promoted because you could sell well. That doesn't mean you are to create a team of mini clones. Big mistake #1 will be to tell your team to do it like you or repeatedly say, "This is how I did it."

In your first month set up ride alongs with each seller to set the stage with your team that you will be riding and coaching in the field. If you wait to do this 6 – 12 months into your position, that's a change that may be resisted and although can be worked through, it may take longer to be advantageous to you building a team of top performers. Your team is looking to see what you are going to do as their manager, how are you going to lead and help them earn more money.

Ride along with each seller and please do not sell for them. Establish your role as an observer and that you are another set of eyes and ears. You may ask a question if the conversation goes off track and then divert the answer back to the seller.



You are there to observe – just as a batting coach is going to watch the batter for 15 minutes at practice before they offer suggestions. Once you see the seller in several selling situations you'll be able to note their strengths and weaknesses. You may have a long list of weaknesses – please resist the urge to mention them all. People are better at adjusting one behavior or skill at a time. Select the one behavior or skill that if improved will immediately influence future sales conversations and results – and then coach towards that skill.

Remember Ride, Ride and Ride again!

Don't Get Sold!



If I had a nickel for every time I heard a salesman tell his sales manager at a weekly sales meeting that the deal was going to close, well you know the rest. Don't you get sold!

Your job as a sales manager is to provide the sales process you want your team to execute. You need to answer a few questions to do this. First, what are the stages of your sales process?

Certainly start with identifying prospects. Determine the stages and how you want your sales team to work through a process that ends with the sale. Next, what specifically needs to happen to move a prospect from the beginning of your process to the end of it?

Let's say your first sales stage is Prospecting: Finding Ideal Prospects. One of the steps in that stage is to qualify your prospect. To be qualified as a prospect, your salesperson must know specific information which you both have identified. Your salesperson can only "use" what the prospect said or did to confirm that he has the information. "I think it's X" is not acceptable.

What you discuss with your team at sales meetings is where the prospect is in your sales process. Has he been qualified? What did the prospect say or do that qualifies him as a viable prospect? What needs has the salesperson uncovered with his questioning strategy? Who is involved in the buying decision and how is the buying decision going to be made?

You must know both the questions to ask for each of your sales process stages and the answers that are acceptable to you as a sales manager. That's the only way that the ones who get sold in your sales process are your prospects, not you.

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You Are a Sales Manager, Now What?



Congratulations, you are now a sales manager! If you were fortunate, you received some managerial training from your employer. If not, it is up to you now and here are a few ideas to help you.

1. Forget what you thought you knew.
Your role isn't to babysit or to tell your team members what to do. As you make the transition into your new role, understand that your job is to motivate your team to achieve their sales objectives. You are now responsible for a team quota - not an individual one. You need faith and trust in your people to do their job. Yes, you oversee activities, support them and remove stumbling blocks, but at the end of the day, they are doing the selling.

2. Learn new skills.
Invest in yourself to become a great manager and coach. Read books, take classes and pay attention to best practices. You will need to learn new processes related to being a manager, which includes writing and delivering performance evaluations. Learn specific coaching techniques to help your team members be better at what they do. Everything from setting goals to making better sales presentations. Finally, make time to learn about best practices in hiring people.

3. Accept that there will be a learning curve.
To best serve your new sales team, be real, be authentic. Be candid with your team and let them know that you'll have a learning curve but you are committed to being the best leader you can be. Make it your business to learn fast and know that you'll make mistakes. Seek out guidance from your manager, peers and mentors but don't be afraid to admit what you don't know.

Leading sales teams can be extremely rewarding. Buckle up and enjoy the ride!

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Pre-Call Planning is Your Single Source for Call Success



My one piece of advice for a new sales manager:

Insist on a formal pre-call plan for all sales calls. Most sales people agree that planning important sales calls is a precursor for successful call outcomes. However, based on my observation in working with hundreds (actually, it's closer to thousands) of sales people over the years, many seem to 'wing it' or haphazardly plan the call en route.

Get These Benefits Now
By insisting on a formal, needs-based pre-call planning process for all important sales meetings, you're sellers will realize the following benefits:

- Pre-call planning frees them up to truly listen to your prospect
- They will improve their close ratios and call productivity
- They will differentiate themselves and your company from the rest of the competition

The great thing about incorporating this expectation into your sales management process is that there is no barrier to entry - you can start immediately.

A Few Thoughts on Pre-Call Planning
If your company doesn't have a solid pre-call plan, then build one. In addition to the basics, make sure to consider:

Exactly what your prospect expects to accomplish during the meeting? What are their objectives? Does the agenda support accomplishing their goals as well as your own?

Anticipate what can go wrong, and develop or initiate the most effective actions, responses, or procedures accordingly. Great examples of calls 'going badly' or outcomes showing less-than-optimal returns usually include:

- Key people fail to attend critical or potentially decisive meetings
- Time gets cut short or your presentation is 'bumped'
- Objections or obstacles are presented that you're not prepared for
- New competitors emerge in your market
- Business conditions or the demographics change

If you think through most of the possible issues well in advance, and develop contingency plans or alternate solutions ahead of time, then you will be in a far better position to handle any potential roadblock with ease and without losing valuable ground or customer confidence.

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Shut Up and Listen



OK, I know that sounds rude! Sorry but---

New leaders want to prove themselves quickly and, for some reason, think that means talking! They want to meet with everyone by department and individually to "understand better" and they prepare questions. Lots of questions. But the truth is, it is often an excuse to let the employees hear from the new leader!

Please, shut up and LISTEN!

The attention span of human beings has declined to the point where it has passed the goldfish. A goldfish can maintain attention for 9 seconds. Our attention span has declined to 8 seconds. --VP of Media and Consumer Engagement at Kraft.

Listening in our culture takes practice. It does not come automatically anymore. Here are a few suggestions:

- When in a conversation (in person or on the phone) turn off your computer monitor and your mobile device (I know, yikes!)
- When you catch yourself wandering, self talk "stop"
- Look at the person intently
- Take notes
- Repeat what the employee said. If you can't, admit it and ask employee to repeat what was said. Yes, that can be embarrassing but it will only happen a few times before you really listen!

And, after really hearing what is being said (and not being said!), take time to respond. A pause or even a day of thinking is welcomed and a sign of being heard and of caring. Instant responses are sometimes wrong choices and can actually be perceived as dismissive.

Remember, a Manager will ask how and when (task driven) while a Leader will ask what and how (improvement, people driven).

Your employees are valuable and you may be surprised to learn a whole lot from them if you LISTEN!

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It Takes A Village



Too many times, sales management does not get involved early in deals. They either wait until the end of the sales cycle to get involved or sit at their desks and don't get involved at all. Or, totally the opposite, and they take over the whole deal. But in many sales situations, especially complex sales, it takes a village to close a deal.

The more eyes and ears on a situation, the greater your ability to objectively view the deal from many different and sometimes disparate points of view. As a sales manager, getting involved early allows you to qualify the opportunity at the right levels of the client organization to ensure it is a priority to the client and to understand the risks of doing nothing. Executives at your client are typically involved early on since they sponsor projects and hold the budget. This is an excellent time to engage them.

- Understand all key stakeholders goals, strategies and initiatives
- Identify priorities of where the client is spending their time, money and resources
- Recognize past experiences and failures to best understand the potential risk – from the client point of view and from yours

Work with your sales team to expand and broaden relationships at all levels of the organization. Similar questions can be asked at different levels of the organization and the collaboration of this data provides a bigger picture of what the client wants and needs – at all levels. It takes a village to close a deal, and the earlier sales management gets involved to qualify the deal and establish relationships at the right levels, the sooner they can ask the tough questions, handle any initial objection(s) and ensure everyone's time is used in the best possible way.

So when a deal suddenly goes south, don't blame your sales team – blame yourself and remember that it takes a village to close a deal.

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Do You Have the Weight of The Word on Your Shoulder?

Some words are plain heavy and other words are literally light. All words have poundage especially when you become aware that the words you use are what you will, in reality, experience.

Sound a bit 'out there?' Not really.

For example, if you were to continually refer to yourself, let's say for argument's sake, as desperate – "I'm desperate to get some business", then you will experience 'desperate to get business' – you will actually **DO** that emotion. It will come with its own kit bag of physiological appearances, tonal distinctions, focus and of course language and meaning.

This also relates to what label you put on yourself because what you label yourself you will experience. Considering salespeople must innovate and market themselves consistently, it begs the question of 'what label are you marketing?' If you label yourself as 'just a salesperson' then you experience being just that, and whatever is in the kit bag that label comes with? If, however, you label yourself as 'a trusted advisor' then you experience that too, with all the trimmings that label brings.



Humour me for a minute... Stand up and share with someone that you are a salesperson and that what you do is {fill in the blank}... Now stand up and share with someone that you are a trusted advisor and that what your role entails there is {fill in the blank}...

You may substitute my words for your words but the bottom line is – you will experience a different emotion with the use of a different word.

Imagine, how by changing certain words in your vocabulary, you might just change a heap of heavy experiences into light ones, disempowering situations to empowering ones and a state of being 'desperate to get some business' to 'grateful for the opportunity to help a business'.

Be Bold and Brilliant!

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Be a Leader Not a Lagger



Dario Lo Presti ©123RF.com

Many sales managers make the mistake of focusing on closed business. Sure, closed business is the sales team's scorecard, but no matter how much we focus on it, we can't really control it. And, closed business is really a lagging indicator, not a leading indicator. Help your sales team succeed by focusing your oversight on the leading indicators and the closings will come.

Make your life easier and help your salespeople succeed by focusing on these three questions:

1. How many new pieces of business does the salesperson need to close?
2. What percentage of new prospects (first time interactions) become closed business?
3. What is the most important activity that a salesperson can do to get a first meeting or discovery appointment?

Once you have the answers to these critical questions, it is time to get your team's buy-in. If the answers are accurate, all you need to do is focus on the number of activities in the first question. For example, if Salesperson A needs to close 24 new accounts (2 per month), and she closes 25% of discovery appointment opportunities, then she needs 96 discovery appointments or 8 per month. Then have your salespeople commit to a certain level of activity to produce those first appointments. The closed business will take care of itself.

To make this process powerful and easy to execute make sure that each salesperson does his or her own math. They need to understand it and own it and have it in writing. Each week when you meet one-on-one ask two simple questions: Did you do what you said you were going to do? If not, what are you going to do differently next week?

Do the math first and be consistent on oversight and your life as manager will be easy.

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Are You Enabling or Disabling Sales?



Proceed with caution! Sales leaders can inadvertently disable sellers.

Accidental disablement often results from well-intentioned efforts at sales enablement. It's what happens when sellers are diverted from selling and end up spending an inordinate amount of time on a tool, process or support that is meant to help them with their sales... But, instead, they get bogged down and don't have as much of the high-value time with buyers as they did without the so-called sales enablement.

The allure of slick systems, reports, data, training and other tools can be very tempting. Before you succumb to the promises made by sales enablement initiatives, do the following:

• Test drive the tool. Use it the way sellers will so you can genuinely understand the amount of non-selling time needed and the benefits yielded. Is the trade-off truly worth it?

• Automate and assign administrative support to every aspect possible. The success stories you hear are all based on best-case scenarios. If you are unable to set up these efficiencies and supports, don't expect the same sterling results.

• Inspect what you expect. Measuring what matters will help focus the time and effort spent.

• Provide training, reinforcement and ongoing coaching. One-and-done training doesn't work, no matter how simple the system or techniques offered.

• Allow transition time. Overnight behavior change isn't realistic. Don't give up too soon if the sales enablement will truly help your sellers. Conversely, don't prolong the agony if it's not.

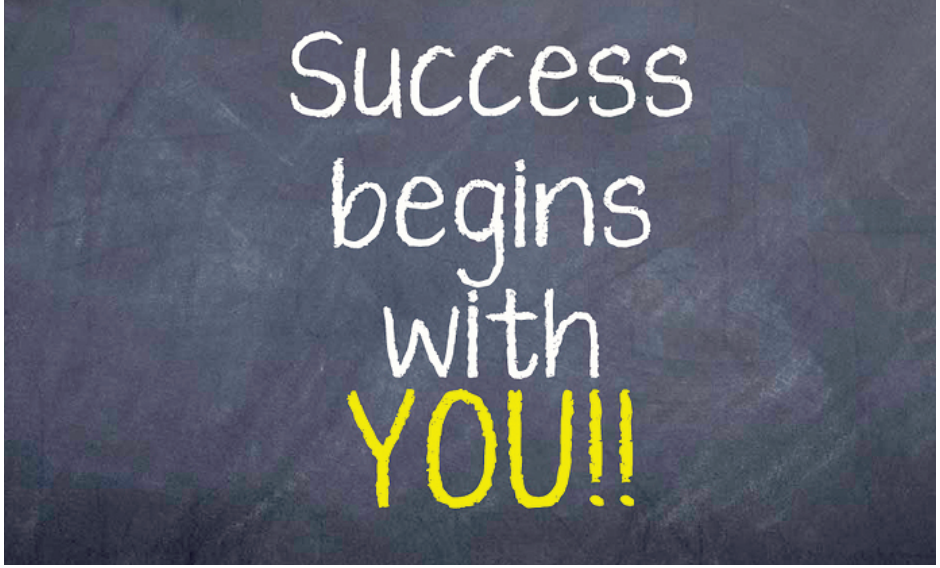
As a new sales leader, the best thing you can do for your sellers is to liberate them from any low-value encumbrance that needlessly limits customer-facing selling time. That doesn't make you anti-technology or "old school." It makes you discerning. And it makes your sellers more successful.

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The Fire Within



"You get the best effort from others not by lighting a fire beneath them, but by building a fire within." Bob Nelson

What do 99.5% of the top 5% of sales professionals have in common? According to Objective Management Group, they are coachable and trainable.

And as their new sales manager, you are their coach. But wait—what do you know about coaching? That's what I thought. Probably not much. So if your greatest asset for success is the "coachability" of your top performers, you need to provide them with ongoing, outstanding coaching.

Conventional wisdom says to focus on the middle group of your sales team—not the best, and not the worst. That's where you'll get the highest ROI. But I think as a new sales manager it's critically important to get the support of your top performers right off the bat. There's no better way to do that then to offer them the kind of support that they crave and, frankly, seldom if ever receive. High performing athletes always have a coach—it goes without saying.

We don't think like that about selling, however. We're good at providing sales training for a few days a year, or even a few weeks, but we rarely follow that up with ongoing coaching. What passes for coaching is instead the weekly or bi-weekly follow-up conversation about the pipeline and what are they closing. It's focused on metrics that are more about management than about the individuals. It doesn't help anyone to get better.

So, learn as much as you can about coaching. Read a good book or two and take a course. Let your team know what you're doing; they will appreciate it.

At your first budget opportunity, build in resources to hire a coach for yourself. And while you're at it, hire an outside coach for the most promising people on your team.

Whether you become a master coach or you're known for providing the coaching resource to your team, you will become a superior sales executive.

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For Better Results, Slow Down

If you want better results, slow down. That may sound counterintuitive, but it will pay off big time. You were probably promoted or newly hired because you have gotten results from your previous position or job. Now your new company or your promotion wants that same outcome.

Many new managers will go in and try to retrofit their existing methods because they previously worked so well (and after all, wasn't that why they chose you?). However, this thinking may be, like that old saying says, trying to fit a square peg into a round hole. What previously brought you that great success may not always be the right answer now.

Why?

New companies, even new divisions have existing cultures. This has obviously, for good or bad, worked for this staff. Also, a change in management is usually difficult on a new staff. They may be skeptical or even fearful that they will lose their positions.





So the best way to uncover what is working and what is not and to gain the trust of this new staff is to slow down, analyze, listen to the staff and then implement any changes needed. If you jump into your agenda (even if it's worked before) it may have the opposite effect of what you came to do, increase productivity.

During this phase, you will probably discover important information that really worked and also what does not work. Once your staff feels "heard" they will be much more receptive to any changes. They will realize that these are not against them, but actually for them. Results? Happier staffs, less wasted time, more productivity, higher sales. Now that's why you were hired.

Newsflash: Your Salespeople May Not be Motivated Like You

10 Questions You Should Ask to Identify What Does Motivate Them

As a new manager you will now be measured on how effective you are in achieving goals *through* others.

It's tough to find the motivators of each seller to drive their action to tackle the tough stuff, work through the rejection, and get those pesky call reports and plans completed. The motivators can be very different for each of your reps.

The common motivators are:
• **Externally driven** – money, awards, "stuff"
• **Internally driven** – need for approval, recognition, helping others, feeling good about what you are doing

Identify the key motivators for each of your reps by first building trust and then asking any of the 10 questions below for insight to identify what motivates each of your reps.

First, start with a statement of intent such as: *"Terry, I want to help you succeed. To best know how I can help" . . .* followed by:

1. Please share with me what makes you feel good about your job.
2. When you need to 'dig in' and find a way to get things done, to act on some of the initiatives, how do you find the energy? Where do you pull the energy from?
3. Share with me an example of when you believed you were effectively rewarded for your efforts?
4. What makes your work meaningful and satisfying?



5. How do you like to be rewarded for a job well done?
6. When you succeed, what is your preferred way of being recognized?
7. What makes you feel valuable at work?
8. How does your work support the things that are most important to you outside of work?
9. What gets in the way of you achieving even higher levels of success? Or What gets in the way from you achieving the goals for your job?
10. How do you measure how successful you are? Or... what does success mean to you personally?"

After identifying what is important, help them get more of it. Remind them of these benefits when discussing activities and results needed.

To ensure your leadership efforts are most impactful and "motivating," first seek to understand each rep then create the incentives that drive your people to succeed.

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The Best Sales Managers Are Coaches

I once had a sales manager tell me that they would consider it demeaning to be called a coach. In their opinion, coaches were people who coached because they couldn't do it themselves. Their mindset is likely shared by a lot of sales managers, after all most sales managers are promoted because of their ability to sell as reps. The thinking is that if they can do it, they can show others how to do it.

Unfortunately, when the rep turned manager is faced with an underperforming rep they are more likely to lecture or do it themselves, and the rep never learns anything. They may even start to hide what is really going on to avoid the lecture.

3 Ways Sales Managers Can Become Coaches

1. Coaching is permission based. Managers who coach reps do so because the rep has given them permission to do so. It is a collaboration based on mutually beneficial goals, and it is personal. The outcomes should be aligned to both company goals (what the manager cares about) and the personal goals of the rep.



2. Coaching is self discovery. Reps who see their mistakes for themselves are more likely to understand their root cause and make the necessary changes. A manager must employ active listening and use questions to help reps discover their flaws for themselves.

3. Coaching is behavior focused. A manager telling a rep that you did a great job, or a bad job, without an example of the behavior does nothing to help a rep. It is just a judgement. Telling a rep, "You did a great job building trust by asking the prospect a non-threatening question at this point." This encourages them to recognize the behavior that led to the outcome.

For sales managers to help their reps improve, they must act more like coaches and help their reps change behaviors.

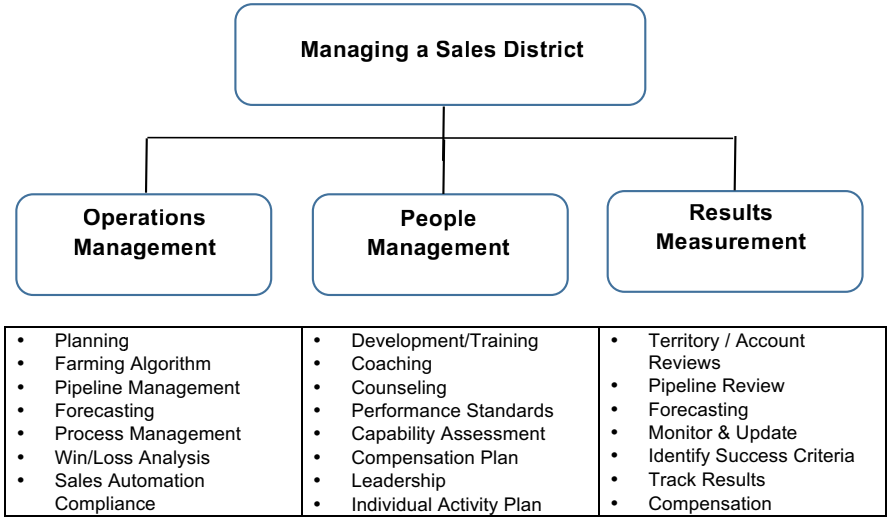
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Take Off Your Cape To Be A Sales Manager

I have some good news and some bad news. Congratulations, you've been promoted to Sales Manager! And the bad news is (wait for it....) you've been promoted to Sales Manager. While most organizations make the decision to take their top performers and have them manage their peers, it frequently doesn't get the results they were looking for. The challenges of making that shift are not for the weak or the over-confident. Quite simply, getting a top performer to "clone" themselves is not a sales strategy that has a high probability of working. To make this even more challenging, many companies don't do a good job of onboarding a new sales manager who is home-grown.

So what's a super successful sales woman or man to do? First step – take off your cape. Because the Super Woman or Super Man approach of flying in to save the save the day for shaky deals or at month-end will ultimately leave you with one result. You will have trained your sales team to rely on you to get the tough ones in the door, instead of doing it consistently by themselves.

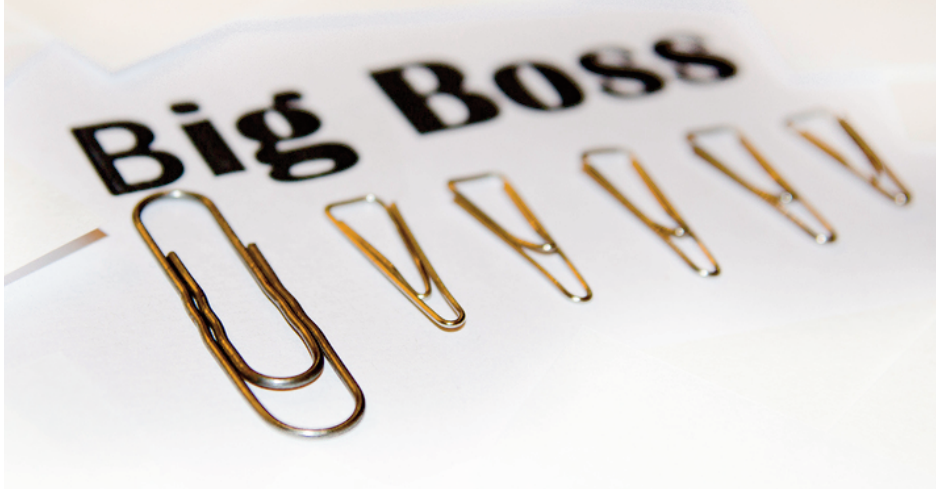
So what is the alternative? Putting together a **District or Regional Manager Operating Plan**. Here is a cheat sheet of the skills and responsibilities required of a successful sales manager.



This gives you at-a-glance the areas where you need to get up to speed. In particular, the skill of coaching is one that is a requirement to successfully manage your team.

Team leaders don't wear capes, so get yourself some coaching training as soon as possible.

You Just Became THEM



I was so excited the day I got home after learning I had earned my first promotion into inside sales leadership. Beaming I shared the great news with my husband.

After celebrating for a while, he looked me in the eye and said "You know when people at work complain about THEM, it's you now.... Right?"

We laughed about it, yet the truth was – he was (and still is) right.

Now that you are a sales leader, you are part of THEM.

You are held to a higher standard
Now people in the organization will look to you for guidance. That guidance will come more from how you conduct yourself than what you say.

Walk the walk, show your team you do activities every day that support the direction you are asking them to go in.

You will not be invited to happy hour
If your social group has made up of the salespeople who are working in your company, you are bound to notice you aren't getting invitations to go out after work as frequently.

Let's face it, it will be hard to complain about THEM when you (aka THEY) are in attendance.

You have to support upper management's decisions
There will be times when someone who knows you will forget for just a moment that you have become THEM. Complaints about unfairness, changes, something will be uttered.

It is your responsibility to step up (remember that higher standard) and support the company's decisions. Don't be caught in silence, it will be seen as agreement with the complaint.

It isn't really BAD news that you've been promoted. There is great news about being part of THEM.

You now have a whole new group of support. The other leaders in your organization are where you go if you need to vent or get ideas on being the best sales leader you can be.

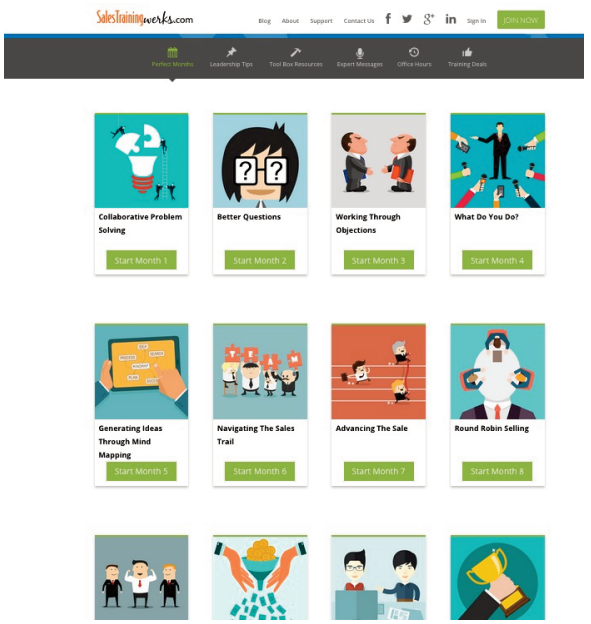
Pick out the people you want to get to know better but never had the opportunity to before, make a new circle of colleagues to go to happy hour with – pick a different watering hole than where the crowd will be.

Congratulations on earning your place as one of THEM!

salestrainingwerks.com

salestrainingwerks.com mobilizes sales teams to penetrate new and larger accounts, advance more sales, close more deals and keeps sellers on top of their A game day-in and day-out in with The Perfect Month of Sales Training.

Neglecting sales meetings is no solution to meeting sales quotas, capturing more market share, penetrating larger accounts or eliminating staff turnover. In fact, failing to do sales meetings correctly is costing you thousands in sales and a likely source of unnecessary turnover. The Aberdeen Group researched 970 sales organizations and found that the use of a formal sales methodology and teaching it though sales meetings resulted in 87% of sales pros reaching or exceeding sales quotas. To put it simply, that's almost 9 out of 10 reps having success because these 970 companies used the most overlooked resource available– your sales meetings.



The heavy lifting is done for you with The Perfect Month of sales training. These bite sized nuggets of high-impact and high pay-off sales meetings - in a done-for-you format are easy for sales managers to use at their meetings. Our criteria for each sales training meeting is the information must be relevant, realistic and immediately applicable. A sales manager or respected sales representative follows an easy to read outline (with all of the activities, timing and participant worksheets) for a sales meeting sales reps want to come to! With no more than 20 minutes of prep and 30 minutes max of a meeting, your on your way to a quota busting sales team!

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