

RESULTS DRIVEN SALES MANAGER TRAINING

# THE ONE THING ALL SALES MANAGERS MUST KNOW



BY VAUGHN SIGMON | [RDLTRAINING.COM](http://RDLTRAINING.COM)



## INTRODUCTION

Let's face it: Because sales are so important to the success of all businesses, great sales management can bring about results that compensate for a multitude of problems elsewhere in the organization. What I've discovered and will share with you are basic methods used to manage sales staffs that post consistently excellent results.

Managing a sales team is hard. I led over a hundred sales teams and more than a thousand sales professionals in my previous executive position. Everything I share in this book and in my training, sessions come from the first-hand experience of being an in the trenches front line manager.

In this book I will share with you The One Thing Every Sales Manager Must Know for managing a sales team to bring about superior level sales performances. The tactics that I share with you in this book are the real world, and I know they work- How? I used them personally to successfully train sales management executives for decades. They are easy to learn and easy to put into practice.

Whether you were a sales top performer then were promoted into the position of Sales Manager, or if you've never sold as a career, these essential tactics will allow you to increase your skills and knowledge.

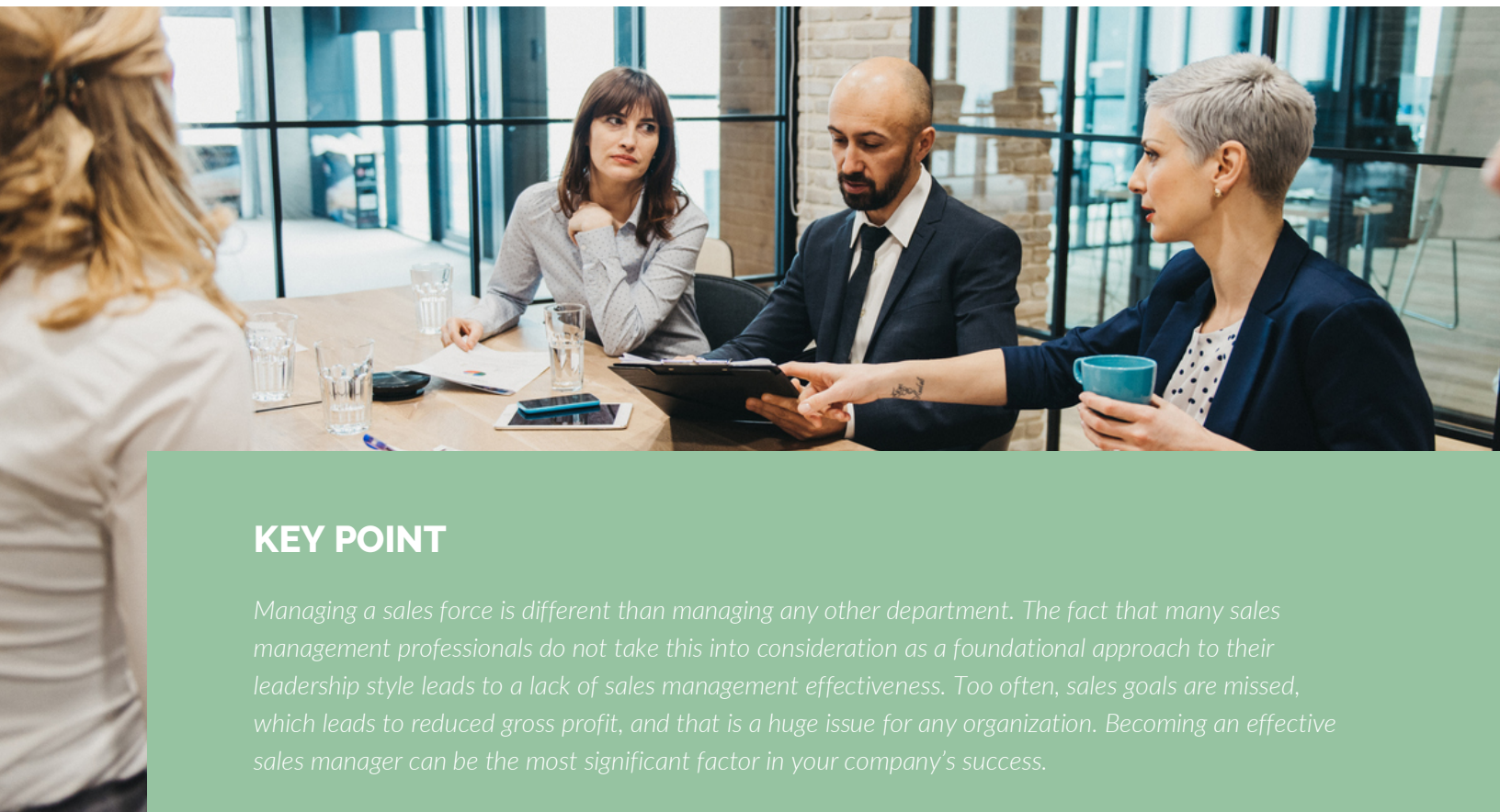
*“But the upside of painful knowledge is so much greater than the downside of blissful ignorance.”*

*- Sheryl Sand*

# WHAT YOU WILL LEARN

THE ONE THING ALL SALE MANAGERS MUST KNOW

- Turn your sales team into a high performing team
- Take your sales team to the next level of performance
- Set the foundation as a new sales manager who is just starting out
- Have many solutions to your sales challenges



## KEY POINT

*Managing a sales force is different than managing any other department. The fact that many sales management professionals do not take this into consideration as a foundational approach to their leadership style leads to a lack of sales management effectiveness. Too often, sales goals are missed, which leads to reduced gross profit, and that is a huge issue for any organization. Becoming an effective sales manager can be the most significant factor in your company's success.*

*These tactics work no matter what your selling format is. B2B, B2C, Inside Sales, Outside Sales, Remote Sales Teams,*

*Inbound Sales, or Outbound Selling. No matter whether you are selling products or services, insurance, software, medical devices, pharmaceuticals, cars, or baby blankets.*



# WARNING!!!

## THIS IS NOT A BOOK ON SALES TRAINING

This book is written for sales managers and those who manage sales professionals. These tactics, when properly deployed, will make you a Results-Driven Sales Manager. Understanding the methods shared in this book is not enough. You need to dedicate time to put each of the tactics to work for you. Choose one tactic at a time. Don't attempt to go out and learn all 5 at once. Ride one horse at a time and get really good.

Then add a second tactic and so on. Deliberate practice is key. Even if you are very busy, it only requires devoting a surprisingly small amount of time to practicing. Then start implementing each of the tactics, and you will quickly realize improved sales results.

Becoming a Great Sales Manager is not something that people are born knowing how to do; it's not something that happens overnight.

These 5 tactics that every sales manager must know need an ongoing personal commitment to master the skills with ongoing practice. The investment in time is worth it because you're implementing these tactics will result in bringing about greatly improved results from your salespeople and the best collective results from your sales team.



*“The investment in time is worth it. These 5 tactics are an ongoing personal commitment for success.”*





## TACTIC ONE

# INSPIRE YOUR SALES TEAMS & EACH SALES PERSON INDIVIDUALLY

### THE “Rah-Rah” MYTH

Before going into this tactic, I would like to clear up the myth that you need to be a “rah-rah” type personality to inspire. By “rah-rah,” I am referring to a level of enthusiasm that goes far beyond what most of us would refer to as being passionate.

Most Results Driven Sales Managers are not “rah-rah” type personalities. But, they are good, and in many cases great, at arousing, engaging and satisfying the emotions of their sales staff to produce outstanding results.

The lack of inspiration is one of the most common, and preventable, reasons sales teams become dysfunctional and underperform. Sales teams of Results Driven Sales Managers get superior results because they both inspire and hold each salesperson and the sales team as a group, accountable for measurable sales results.

At the end of the day, you will always find yourselves face-to-face with the reality that you cannot intimidate, analyze, or lecture a sales team into performing.

To lead salespeople effectively, you must find ways to both inspire them when things are going well and to move them forward emotionally when their sales do not take place.

This need for inspiration is particularly important when managing salespeople because...

Unlike most other employees; salespeople are faced almost daily with rejection by clients and prospects.

Here's the challenge, having the title of sales manager does not automatically make you an inspirational manager. Nor are you inspirational if you were formerly a high-level sales performer.

If your sales team is not performing at their maximum potential, you most likely do not yet possess the ability to motivate your sales team members. However, you can develop this skill by following the advice that I share in this ebook.

At the end of this topic, you will understand what you need to work on for you to develop that ability. Once you understand and practice the methods that I share, you will find that it becomes easy to master the art of inspiring your sales team. Even if you believe that inspiring salespeople is not a natural behavior for you, you will be able to do it effectively. Remember, you do not have to be "Rah-Rah."

Inspiring salespeople is an art, not a science, and like any art, it must be practiced over time. Mastering the art of inspiration is not the work of a day, a weekend, or a month, but rather an area for long-term personal growth.

Here's a myth that needs to be dispelled because it causes many well-meaning sales managers to wreck their motivational ability.

## WATCH ME DO IT, THEN YOU DO IT MYTH

You don't inspire salespeople by pointing out the outstanding personal sales results of another sales team member believing that this will inspire other members of the sales team to get the same results. This is one of the most common missteps I see sales managers make. It is seemingly a "Go-To" training and inspirational method. It DOES NOT WORK! In fact, it has the opposite effect.

Even worse, many sales managers feel that the best way to motivate their sales team is by pointing out their own outstanding personal sales results. They believe that their sales results will motivate their team by showing what is achievable. They also view their personal sales as "best practices" for their salespeople to adopt.





Sorry to tell you this. Once you become a sales manager, in the mind of your sales team, your selling knowledge and history are irrelevant.

Almost inevitably, this type of motivation by example versus inspiring “management” falls short.

Instead of considering the manager a “role model” because of the manager’s personal sales record, the other salespeople tend to consider this type of sales manager as someone who is just full of “ego.”

As a result, the other sales staff members rebel against adopting the manager's best practices. Sales staff members may go out of their way to prove the sales manager’s way is “not working for me.”

They often find ways to do it “their way,” either openly or covertly. In many cases, this passive resistance by the sales staff is because the other salesperson you are asking them to mimic or you, their manager, is likely motivated on a personal level by very different factors.

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***“Embrace the fact that you must inspire your sales team and dedicate yourself to working toward self-improvement in the art of inspiring.”***

*-Vaughn Sigmon*

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## TACTIC TWO

# BE WHO YOU ARE

Results Driven Sales Managers submit themselves to the “mirror test” daily. In other words, they make sure that who they see in the mirror each morning is the kind of person they believe in, want to be, and respect when functioning in a sales management role.

In all your interactions with the team, you must be clear and genuine with your identity. Do not pretend to be something you're not. If you know something with certainty, say so; if you are certain you don't know something, say that, too. This attitude will attract and retain great salespeople who resonate with your identity.

All employees, but particularly salespeople, desire affiliation with people who have clarity about who they are.

This is because salespeople – perhaps more than others in the organization – can sense inauthenticity and have little patience for it.

This clarity and genuineness will have a huge impact on your ability to inspire your salespeople.

By the same token, the lack of this kind of clarity will make it harder for you to create an inspirational and positive sales culture in your organization.



## TACTIC THREE

# ROLL OUT NEW SALES METHODS OR TOOLS ONLY AFTER BEING TESTED

If you are not able to test a new idea of selling yourself, test, and develop an idea with one or a limited number of salespeople before attempting to implement it with the entire sales staff. If you roll out a new technique or sales tool before you test it and it doesn't work, it will be a major emotional "downer" for your sales team.

*I was personally terrible at this for years.*

My constant flow of new ideas and fixes drove my teams crazy. However, I did not realize how I was affecting them and why. Of course, if I had known sooner, I would have stopped sooner. My teams would tolerate my new "great" idea based on some new book I was reading, or video I watched. My motive was from the heart and very genuine. My drive for improvement was constant. I'm never satisfied with okay. I'm only happy when I'm at the top year after year. (That's hard to keep going this state of continuous improvement.) Sound familiar? Hmm? The demand is always to be better than last month or last year.

AS A RESULTS-DRIVEN SALES MANAGER, YOU MUST ALWAYS BE LOOKING FOR THE NEXT ADVANTAGE — THE NEXT TOOL OR METHOD.



*“The flaw comes when you don't test the newest approach or tool to thoroughly vet that it does prove it's effective.”*





You see many of my “Ideas of the Week” were not tested.

Just thrown out to the teams and expected to be performed. All I had to do in my mind was to sit back and enjoy the results. However, sad things occurred. I was constantly let down by either the new approach not working which placed doubt on all future new ideas in the minds of my sales team members.

Because I was constantly trying and changing things many team members never adopted them. They learned just to wait me out, knowing I’d change my mind with the next greatest thing in a week or two. I was unknowingly eroding their respect for me which is not inspiring I assure you.

Once I discovered that this was just a plain stupid mistake, I stopped doing it. That was hard to do, but I had to do it. Earning and maintaining my teams the respect of the level was my rocket fuel to success, and that was motivation enough for me to change my bad habit.

Yes, I came up with new methods and techniques, and you should too. Just slow it down.

Test it out on one salesperson or one account for at least a month to 90 days then expand the sample size then once you know that it works over time and with a range of sales team members or clients/customers then and only then implement it.

*“Earning and maintaining my teams the respect of the level was my rocket fuel to success, and that was motivation enough for me to change my bad habit.”*





## TACTIC FOUR

# INSPIRE EACH INDIVIDUAL MEMBER OF YOUR SALES TEAM

The sales manager is attempting to provide developmental feedback. Often they make an assumption as to what everyone needs to improve on with little or no true data analysis to justify their opinion. They can talk to everyone at the same time on the same topic, and they are done. Efficient! Then they wonder why sales or KPIs don't change much. Or if they do improve they only improve for a short period then return to previous levels.

The term "Whack a Mole" is used here. What happens in this efficient approach is there is almost never one thing or one behavior that needs to change. It is almost always by individual challenges. The one or two people on the team who are making their numbers are getting insulted by this conversation and are wondering why they have to sit through this instead of doing their real job.

The ones who may need to benefit from this conversation are often oblivious to the fact they need to make this improvement, so they are ignoring the conversation.

You are making your top performers mad and having no effect on your under-performers and tell me again why you use this approach? Oh yeah, it saves time.

Now the most effective tactic is to get to the root cause of the issue. Look at data or make observations to determine who is doing well and who is not. Then go and talk individually with the individual members of your sales team who need developmental feedback.



In addition, you must know what motivates each individual on your team. It is never one size fits all. Some are motivated by money. However, surprisingly that is not a primary motivation for many salespeople. Sometimes it is status or competitiveness that drives them to achieve at higher levels.

I've known many successful salespeople who were driven by proving someone wrong.

Yes you read that right.

A common trait in many sales professionals is a weak or fragile self-esteem. One told me their mother had always put him down and that he was never going to amount to anything. His drive was to prove that woman wrong. He did a great job of it.

For you to do a great job, you must build a professional relationship with each of your sales team members and discover what their emotional motivators are. Then use that to inspire them as an individual when the need is there.

Always remember that people work for people. Your sales team works for you, not the company. Build a solid, respectful, trusting relationship, and you will always have the tool needed to get the most out of your individual team members.



*“For you to do a great job, you must build a professional relationship with each of your sales team members and discover what their emotional motivators are.”*





## TACTIC FIVE

# PUT THE SALES TEAM FIRST

This tactic relies on your recognition of an ancient, and infallible, principle of human relations: A good team is greater than the sum of its parts. Whenever and wherever we see this phenomenon -- in a professional sports team, in a military operation, and, yes, in a well-trained and well-supported sales team – a good team is a direct result of a manager who knows how to put the team first.

*A good Manager takes a little more than his share of the blame, a little less than his share of the credit. - Arnold H. Glasgow*

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### A Results-Driven Sales Manager puts the team first by:

- Always sharing credit for the sales success of the sales team
- Not trying to make himself or herself look better than anyone else on the sales team
- Not flaunting his or her “power” over the sales staff
- Showing pride in the team sales rather than pride limited to the personal sales achievements of the sales star or stars

The sales team will always perform at peak effort if they have full confidence that, you will always do what must be done to support them.

This means they know you will do your best to get the sales team and each member individually, the necessary support and resources to attain sales goals.

You need to do your level best to get them dates, products, resources, and/or commissions they have coming.



You will show that you put the team first if you demonstrate that you “have the back” of your team.

The first time you face such a “moment of truth,” you may rest assured that the team is watching whether you put the team first. They will be looking to determine which way you will lean.

If you can possibly do so without causing a bigger problem to the organization by appearing to be playing politics or favorites, or by violating your own ethical or operational standards, you should try to find some way to lean in the direction of your own team.

## YOU INSPIRE YOUR SALES TEAM WHEN YOU DO WHAT IS RIGHT FOR THE TEAM.

Sales team members to succeed instead of being a “downer” who brings sales moral down.

Keep trying to use these tactics even if you don’t always succeed in your efforts. Inspiring individuals is an art, not a science. It takes time to master the art. Like any major undertaking, moving toward competence in this area of inspiring your sales team is not going to be an instantaneous affair. Some of your experiences in inspiring your salespeople will fail, but you should learn from them and not repeat them.



## CONCLUSION

As a Results-Driven Sales Manager, it is your responsibility to be a “doer” who takes actions that will inspire and guide your sales team members to succeed instead of being a “downer” who brings sales moral down.

Keep trying to use these tactics even if you don’t always succeed in your efforts.

Inspiring individuals is an art, not a science. It takes time to master the art.

Like any major undertaking, moving toward competence in this area of inspiring your sales team is not going to be an instantaneous affair. Some of your experiences in inspiring your salespeople will fail, but you should learn from them and not repeat them

# ABOUT VAUGHN

*"My mission is to improve the impact of sales executives and other managers by increasing their knowledge, skills, and abilities."*



Vaughn is the co-founder of Results-Driven Leadership. He is a sales leadership and management expert, podcaster, and author. His methods are brought from his real-world experience of working on the front lines and living the role of being a high impact leader and manager.

No theory, just common-sense advice, and direction from someone who developed and lead the team who scaled a \$2 Billion business with over 2800 employees. CarMax is the world's largest and most respected companies in the auto industry and has been a Fortune 100 Best Places to Work for 16 years running.

Deploying his Results Driven Sales Manager Training, Vaughn's *mission is to improve the impact of sales executives and other managers by increasing their knowledge, skills, and abilities.*



## RESULTS DRIVEN SALES MANAGER TRAINING

Managing a sales force isn't like managing any other department. Lack of sales management effectiveness is a huge issue in most organizations.

Without effective sales management, sales goals are too often missed, and gross profit is less than it should be. Having an effective sales manager can be the most significant factor in a seller's success.

Our Results-Driven Sales Management training program is for those in sales management who have functional responsibilities for sales departments.

Results Driven Sales Managers Training Involves 10 Skill Sets:

- How to compensate salespeople in ways that are more motivational
- How to create a written sales system
- How to inspire a sales team
- How to regularly hold scheduled meetings
- How to track key performance indicators
- How to Hire Great Salespeople
- How to deal with under-performers effectively ... And More



**RESULTS DRIVEN LEADERSHIP**  
DEVELOPING MANAGERS INTO LEADERS



