

Results Driven Sales Manager Training

Essential One

You Can't Manage Salespeople Like Anyone Else in the Organization

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. Over the decades, I have had the opportunity to develop some of these methods. I have also been fortunate to learn from some very talented people who developed management methods that have resulted in great sales results for their organizations. With their help, I've been able to connect many of the dots in the ongoing puzzle.

In this program, I will share with you the Essential methods of putting together and managing a sales team to bring about superior level sales performances. The Essentials that I share with you in this program are explained in a way that is easy to learn, and you will find they are easy to put into practice.

But understanding the methods shared in this program is not enough. You need to dedicate the needed time to put each of the Essentials to work for you. Even if you are already very busy, by devoting a surprisingly small amount of time to implement each of the Essentials, you can make greater sales results happen.



Who Should Use This Program?

This program is for full-time Sales Managers and those other managers who are not full-time Sales Managers but drive their organization's sales department. I refer to the person who really drives the management of the sales staff as the "Functional Sales Manager." This person may or may not be someone who helps salespeople with advice on selling. Sales training is not a required sales management function.

The Sales Manager, regardless of title, is someone who has the actual responsibility for making sure that the desired sales benchmarks are in place and being hit on a daily, weekly, and quarterly basis. The person is responsible for such sales management functions as deciding when and by whom a salesperson should be replaced and for things like the sales training budget.

The Sales Manager's role involves many other areas, including hiring the right people in the first place, building and using the right training regimen, recruitment, and training decisions. It includes a commitment to establishing measurement-based responsibilities of each salesperson's job and addressing the consequences of a salesperson's failure to hit key benchmarks.

Becoming a Sales Manager is not something that people are born knowing how to do, and it is not something that happens overnight. The Essentials need to be first learned and then requires an ongoing commitment to master the skills with ongoing practice in implementing them. It takes time to learn the Essentials, but the investment in time is worth it because your implementing the Essentials will help to bring about greatly improved selling results from your salespeople and the best sales collective results from your sales team.

Your organization's chances of achieving outstanding sales results will be much greater if you have someone as the Sales Manager for the sales team who is committed to using each and every essential sales manager method shared in this program.



Results Driven Sales Managers serves the sales leadership role and are committed to the 10 Essentials of sales management. Failure to do so will negatively impact your sales results!

Essential One

DON'T MANAGE SALESPeOPLE LIKE OTHER EMPLOYEES

More than most employees in other parts of the organization, people who sell for a living have a high need for praise and positive reinforcement, an aversion to administrative work and other personality quirks that make managing them more of a challenge. If you try to manage them as though they were other employees, you will run the risk of reducing their effectiveness as salespeople.

You need to manage your salespeople differently than other employees to get them to reach their top sales potential. Using this Essential may be the difference between their achieving great sales success, adequate success, OR even failure with their sales results.

I'm not saying that all salespeople are different from most other employees. I'm saying most of the high-level salespeople I have met are different and consequently need to be managed differently. This isn't bad vs. good different. It just realizes that they are who they are and as such need to be managed based on what is most effective for managing who they are.

You do not lead by hitting people over the head. That's assault, not management. –

Dwight D. Eisenhower



Management interaction needed to make your salespeople into top-level sales performers requires an accurate perception of what makes them different. Once you understand their individual behavioral and motivational factors that drive their actions, your management impact will be enhanced.

Let's look at and ways to overcome these challenges that are common for effectively managing salespeople. By using this Essential, you'll most likely experience an increase in satisfaction, rather than frustration, when managing them. Your sales management role will be more enjoyable and less stressful.

Challenge 1: Managing Big Or Fragile Egos

While many view top-performing salespeople as having "big egos," others might describe them as having needs fueled by fragile egos. One of the best salespeople I have met told me, "I need to get great sales results because it is a way of proving something to my mother." He explained that his mother had often expressed doubts about him succeeding. This needs to on his part to prove himself by closing sales was true even though his mother had been dead for many years.

Consider this comment from an experienced salesperson after getting his company's coveted yearly outstanding sales performance award: "I know I have some emotional baggage, and the truth is I constantly need to prove to myself that I am good at closing sales." Not all salespeople are so honest.

Most of the other employees who worked with these two salespeople thought that they had big egos, but the fact is that their egos might be better described as fragile.

The point is that there is a way for you to use ego-driven need to bring about greater sales results. The idea is to use social recognition for motivating salespeople. I consider social recognition as an essential part of the methods you should be using to manage your salespeople.



Most outstanding salespeople seem to have a strong drive to achieve measurable results that others can see. These top salespeople are highly motivated by their accomplishments and want "the world to know if they achieve better results than their fellow salespeople." As a result, awards and plaques that can be displayed are great motivators for these salespeople.

Supporting salespeople emotionally means publicly honoring those employees who deliver great results. One effective way to do this is with a steady stream of company-sponsored awards. Yes, this is the treatment that most other people working for the organization don't get. And yes, successful salespeople need (and deserve) that kind of special treatment. But it is important that you celebrate great sales results publicly.

Publicize sales performance awards with a letter to the salesperson's home. Incorporate the good news in organization newsletters and posters around the office that prominently feature the picture of the award winner for the month.

Give recognition as often as possible. It is more impactful to give out a monthly "Top Sales Performer" award to the member of the sales team who had the highest revenue total for the period than to give out only once a year for the Top Sales Performer of the year.

Spend the time needed to give a name for the award that has the potential for the highest motivational impact. What you call the award often carries powerful emotional messaging. For example, giving an award that is called Outstanding Sales Performer for the month might mean more to your sales staff than calling it the Top Sales Performer award. Also, some people are offended by military and weapon terminology in awards, so it is best not to use such references in your awards.

Create, experiment, and change when appropriate the reward system that is right for reinforcing the strong, but still easily bruised, egos of the salespeople you manage.

The salespeople in one organization reported to the VP of Operations. He explained his view that his salespeople were "a pain to deal with because they all had large egos." He found managing the salespeople very stressful. I suggested that instead of being stressed about these things, he ought to recognize that that is the way most top-performing salespeople are and accept it. It does not make them bad people and stressing over it does not help the manager or the salespeople.



Challenge 2: Most Salespeople Do Not Like to Deal With Administrative Details

I'm surprised when I find a top-performing salesperson who is not careless with details and poor at following protocols and doing their administrative work. So, your challenge is to balance this need for structure with the world of limited structure.

You must find the level of structure in which your salespeople will thrive. Yes, you need a clear sales process and some level of structure within which salespeople can operate. But keep it to a minimum. In general, salespeople will get better results with the kind of a needed balance between the administrative type work they need to do versus what you would like to have them do.

The owner of a manufacturing company told me that he wished that it had not taken him so long to realize that his best salespeople all had a certain level of administrative avoidance and structure. After trying to get them to embrace administrative work and structure, he told me, "I realized that it was a mistake for me to try to control them by making them memorize specific scripts or tightly follow a sales process and spend a lot of time tracking things going through the pipeline."

He decided to reduce the administrative work and structure of his sales staff, with the hope that it would help him them to get their best results. He saw a big increase in company sales. "The results went up when I let them be who they are and just make sure that I create enough discipline to help them stay out of trouble."



The owner of a small business remarked one day about how frustrating it was for him to deal with the three salespeople on his sales staff who reported directly to him along with all the other departments in his organization. He commented about the salespeople that, "they're always looking for excuses as to why they don't do their administrative work."

I convinced the business owner that he needed to focus on what he could do about changing the job responsibilities of his salespeople to reflect who they are by nature, rather than his desire to make them good at administrative activities. The sales results of his salespeople spiked upward when the business owner finally accepted the fact that they don't like and go out their way to avoid doing administrative work. He minimized the amount of administrative work they had to do by assigning one of his office staff to provide the administrative support help.

Assistance in keeping administrative activities to a minimum is commonly needed by salespeople as well as keeping them on top of their administrative/organizational obligations.

Challenge 3: Most High Achieving Salespeople Are Passionate And Emotional With Their Views

Do any of your salespeople have any of the following characteristics and, if so, how should you manage them to address the characteristics?

- 1.They will often come to you with suggestions without having some of the most important facts needed to support their suggestions. Typically, these salespeople will try to get support from you by expressing things in an emotional matter, without identifying factors that back up views on a subject.
- 2.They listen to prospects with "Happy Ears." They hear what they want to hear. They are trusting and want to see good in others and believe what they say. They are typically very poor at judging the likelihood of other closing a sale with the prospect.

4.They are very impulsive in making decision and judgments.

5.They are too talkative and emotional in their selling without tuning-listening closely to the emotional needs of the people to whom they are trying to sell.



Encourage them to slow down their decisions and judgments until they get a little more detailed information and think through the facts. With a good high-level trust relationship, it becomes easier to get your salespeople to look at the facts.

You need to listen to their suggestions and beliefs because tuning in to their feelings about their suggestions is very important, even if they don't have all the facts to support what they are suggesting.

If you are a person who likes suggestions based on facts, you may need to manage or hold back your natural way of responding and focus on being as effective a listener as you can be.

Your challenge is to do this while at the same time keeping you salespeople passionate, and without discouraging them. There is a fine line between encouraging salespeople to come up with ideas and keeping them from making statements without as complete a set of information as they need to make the statements.

One fact that should be important to salespeople is that the gross profit of the items they are selling impacts on the organization's profits. Unfortunately, however, the reality is that most top salespeople do not care if their sales are profitable to their employer. Earning money is a utilitarian-type motivational characteristic that is common to most top sales performers. The amount of money they earn motivates them, not whether their sales are profitable to their employer organization is not important to most of them.



So, it's up to you to give direction that will affect their actions, whether they accept the importance of their sales being profitable sales to your organization. If legal in your area, the needed direction can be brought about by connecting the amount of their sales commissions to the gross profit of the items sold by them.

Challenge 4: Pick The Right Time & Setting for Discussing Poor Sales Results

Top performing salespeople work best when they are working towards goals that are hard to achieve but are reasonably achievable. The most obvious goal is in making money. They have a high sense of satisfaction when earning money from achieving results. So, when they are not achieving their sales goals, they take it hard.

It's important that you discuss poor sales results of your salespeople at a place where you can be alone with your salesperson. You do not want to be discussing this subject during a team meeting or any other time in front of others. because it can put the salesperson on an emotionally downward spiral.

During your one on one, you need to try to get to the root of the problem. You then try to neutralize that specific reason.

Having an unshakeable belief in what they are selling can be powerful for your salespeople. Consider how Steve Jobs and Steve Wozniak tried to sell the early Apple computer to Atari, Inc., and Hewlett-Packard but were told by executives at both companies that they didn't have anything worth producing. Despite that, they rebounded from the rejection – and built Apple, a company that is now legendary.

The timing for when you meet to address bad sales results is important. In general, when sales results of a salesperson are not tracking at a satisfactory level, you need to discuss the problem when you first see the problem and not let it go on too long without discussing it. If your salesperson has had a history of sales closing problems, you should always have the discussion as soon as possible. This should be done during at your next one on one weekly meeting with the salesperson.

However, you may go longer before having the talk if the bad streak is happening to one of your top salespeople versus a salesperson with ongoing sales problems. Even your best salesperson may have bad sales streaks. When one of your top salespeople is having a rough time or has blown a sale he or she thought would close, it may be best to take a little time before having the meeting.

Your top salesperson with a problem relating to a sale that he/she thought would close may need time to get some of the anger out of his/her system. In this situation, you should be patient and avoid addressing the failed sale that day or maybe even the next day. A little time-space for the salesperson might be what is needed for the salesperson to calm down. So, you may want to not rush this discussion about the failed sale until the top-performing salesperson is emotionally ready to discuss the subject.

When having your one on one meeting to discuss the underperformance in sales, a directness in responding to their challenges and how to take advantage of the opportunities that they see may not be as effective as acknowledging their concerns and the potential of the opportunities they mention.

The following are some of the things you should do:



- When it's time to discuss individual performance issues, do so in private.
- Don't dwell on "mistakes that have been made" during sales team meetings. Focus instead on what needs to happen next.
- Look for opportunities to emphasize the ways you can help. Ask them what you can do to help them.
- Bring up things that will help the sales team believe in themselves.



Challenge 5: Deal with A Salesperson Who Does Not Follow the Rules, Programs, and Processes

Many salespeople are viewed by those trying to manage them as “loose cannons,” who are hard to control and require a lot of attention. Often you will want to simply say this is the way to do something and not get into a discussion as to why and whether it is the right way.

But with most salespeople, you need to give them more time to express their views about the rules, procedures, and processes you want them to follow as compared to what you might with other employees.

How do you get your salespeople to accept that there are rules they must follow? This is not always easy, especially when they have views on this that may conflict with yours. There will inevitably be conflicts you have with some salespeople, about not following rules. For example, do you have a salesperson who is making a certain costly, habitual, and seemingly easy-to-fix mistake – say, offering a discount to a prospect doesn't qualify for a discount. What do you do?

If you were a manager in any other department, you might simply call a one-on-one meeting, outline the problem, explain the new approach you want the person to take, and then move on. That approach might work for someone in Accounting or Production ... but a salesperson presents a special case.

I recommend that you embrace a different standard than when managing others in your organization. With others, you may be able to get away with “fast-forwarding” over unresolved conflicts without hearing their subordinates out. With salespeople, you don't have that luxury of following this classic coaching sequence because it is likely to produce discouragement on the part of salespeople. Discouragement typically reduces sales performance.

Explain to your salespeople why superior results are inevitable if they use the systems, tools, and processes you've set up to support them. But don't get upset if the message doesn't get immediately accepted by your salespeople.

When approaching a salesperson, for this type of situation, you might want to first praise the employee's sales results and then express your confidence in the employee's ability to make positive changes needed. But don't stop there. You then need to ask why the salesperson is not following whatever it is that isn't being followed.



Encourage your salesperson to express why they disagree with whatever rule, policy, or protocol they are not following; the way they are supposed to be doing things. Set clear and fair guidelines about the needed respect when communicating about these disagreements. Encourage frank dialogue, but make sure no one crosses the line of respect. For instance, calling policies “stupid” during disagreements should be “out of bounds.”

Unless there is a time-sensitive factor for addressing the conflict immediately, use your one on one meetings with each salesperson as the time to discuss these failures to follow the rules. During your scheduled weekly one on one session, find at least one positive, authentic compliment to share with the salesperson, before addressing the conflict.

Keep required protocols, processes, and rules for salespeople; how much they need to follow, to a minimum.

One reason that salespeople don't like to follow the rules is that they typically place great importance on self-determination. So, forget about quoting the rulebook. Explaining what is and isn't allowed is a strategy that may make sense with most non-sales staff employees, but it virtually always fails with salespeople who have any real potential. Instead of quoting and then demanding that your people conform to the rules, try to explain the reasoning behind the rules.

Cut them a little more slack... and let them have a bigger say than other employees in the way their own days play out.

Challenge 6: Keep the Balloon Filled

As a Results-Driven Sales Manager, you must always be sensitive to the need to keep your salespeople "inflated" with high levels of self-efficacy. You need to have a constant awareness of how your drive for sales results affects the salesperson's ability to accomplish the sales goals.

With managing salespeople, there is a delicate balance between having a positive influence and deflating the balloon.

In general, salespeople do not handle criticism well. When you criticize salespeople directly or sound like you are about to, it's like you're putting a pin in the balloon. Here's the type of reaction that all too often happens to salespeople who are criticized:



- "When I am criticized, I get down on myself for not giving my best effort."
- "The way he talks makes me feel like the janitor."
- "It's just no fun anymore."

No matter what your salesperson has done "wrong," ask for an explanation in a non- threatening voice.

Never, ever use an "attack" style with salespeople! Instead, say something like, "Can you help me understand why you did what you did?" or "What needs to be done?" Then ask, "What can I do to help us get back on track?"

A thriving business Electrical Supply Company was purchased. Prior to the purchase, the organization's experienced sales staff had demonstrated high sales achievements under the leadership of the man who had owned the organization for over two decades and had been the Functional Manager of the sales department.

After the business was sold, the sales results from the same salespeople kept going down, even though the same methods and materials were being used. The only difference was the new owner.

The top salesperson explained his declining sales results by saying, "Every time the new owner criticizes me with that loud attack style of his, all my excitement about sales disappears." The new owner's Grand Inquisitor style had turned one of the best sales staffs in the industry into a team of mediocre performers who wanted to be working somewhere else!



Don't risk tearing down your team's confidence with harsh criticism

Top performing salespeople have an unshakable belief that they will make the sale of their product/service. They don't let rejection or a bad turn of events derail their dreams. They made bold moves without being afraid of mistakes, or of embarrassment, or of being wrong. That optimistic mindset in your salespeople is what you must support.

Sometimes this may require you to go through a lot of trouble and make all kinds of accommodations to support this quality known as self-efficacy. Self-efficacy is the resilient and positive mindset that makes real, sustained success in selling possible. It's the "mental balloon" that all salespeople need to keep filling in order to bounce back from the inevitable obstacles and rejection that selling as an occupation presents.

Sometimes you have a difficult or a High Maintenance salesperson with whom you have to do the balancing act of not deflating the balloon versus getting your message across. This is particularly challenging when the salesperson needs to listen to advice or suggestions to get better results, and the salesperson thinks he/she knows more than anyone else does about selling.

Top salespeople are typically motivated by the desire or need to produce the desired result regardless of rejection, opposition, or judgments from others. They have a supple, resilient mindset that avoids self-defeat by focusing on what needs to be done next to succeed.

Self-efficacy is different from self-esteem. There are plenty of salespeople with high self-efficacy, but with low self-esteem. Some of them make quite a lot of money, too -- but because their standards are so high, they're never really satisfied.

As a manager, you can't expect, and probably shouldn't expect, to change a salesperson's level of self-esteem. But you can and should work to make positive changes in the salesperson's level of self-efficacy, by offering constant praise and reinforcement.

Great salespeople typically have the belief that they can sell anything. Maintaining the self-efficacy of your salespeople means supporting and reinforcing that belief, by demonstrating that you believe they can hit the targets you've both agreed on.

Salespeople will feed off the unshakeable belief that you have in their sales abilities. They will respond positively to your willingness to give them the support and resources they need to do their job at an outstanding level.

In short, to "keep the balloon filled," you must make it easy for your salespeople to believe in their ability to sell what they are selling. If you can commit to doing that on a consistent basis, your sales team will take their game to a whole new level.

Give your sales team constant, emotionally credible evidence for believing that what they are trying to accomplish is reasonably possible after you discuss recent sales results that are less than that desired.

Use motivating quotes from others to pump air into the balloons. Consider periodically using emotional quotes in your presentations to your sales staff to motivate your salespeople. The following are examples:



• *Life is a field of unlimited possibilities. – Deepak Chopra*

• *People become really quite remarkable when they start thinking that they can do things. When they believe in themselves, they have the first Essential to success. -- Norman Vincent Peale*

• *Not everything that can be counted counts, and not everything that counts can be counted. – Albert Einstein*

• *Reflect upon your blessings, of which every man has plenty, not on your past misfortunes, of which all men have some. – Charles Dickens*

• *Victory becomes, to some degree, a state of mind. Knowing ourselves superior to the anxieties, troubles, and worries, which obsess us, we are superior to them. – Basil King*

• *We are told that talent creates its own opportunities. But it sometimes seems that intense desire creates not only its own opportunities but its own talents. – Erich Hoffer*

• *We don't grow unless we take risks. Any successful company is riddled with "failures." – James E. Burke*

• *We will often find compensation if we think more of what life has given us and less about what life has taken away. – William Barclay*

• *Whatever you vividly imagine, ardently desire, sincerely believe, and enthusiastically act upon... must inevitably come to pass! – Paul J. Meyer*

• *Ability may get you to the top, but it takes character to keep you there. – John Wooden*



- *Aim at Heaven, and you will get Earth thrown in. Aim at earth, and you get neither. – C.S. Lewis*
- *All of our dreams can come true -- if we have the courage to pursue them. – Walt Disney*
- *All riches have their origin in mind. Wealth is in ideas -- not money. – Robert Collier*
- *All the adversity I've had in my life, all my troubles and obstacles have strengthened me... You may not realize it when it happens, but a kick in the teeth may be the best thing in the world for you. – Walt Disney*

Challenge 7: Salespeople Are Typically Not Very Good At Managing Their Time

Salespeople are typically not very good at managing their time. They need help with this. They typically spend social time talking with others and then feel overwhelmed because they are not getting down what they should have been allocating their time doing.

You need to do a balancing act between allowing Sales Team members a safe environment that allows personal connection and getting them to make good use of their time.

This isn't easy because they typically get their best results if they work in an atmosphere that allows salespeople to have a personal connection to others in your organization, with the feeling that they are in a safe and supportive team atmosphere.

The environmental work factor is not limited to the environment of their sales team.

Embrace their need for an environment that allows them to spend time, within reason, talking to other non-sales staff employees. This interaction is important to most top salespeople.



Yes, this is a double standard. For example, if you see one of your staff accountants spending a lot of time schmoozing with other employees, you will probably react differently than if you see one of your salespeople schmoozing with other employees. The reason is that schmoozing is a social interaction most salespeople seem to need to do occasionally. They need social relationships. They need the freedom to express their business ideas and beliefs to other employees and feel confident that they are being heard.

Social interacting with non-salespeople provides an opening for negative energy from non-selling employees that, if not addressed, can result in popping the balloon of your salespeople. These non-selling employees typically do not mean to cause harm, but it happens because these non-selling employees generally do not “get” salespeople.

The passion for successful sales performers can easily be defeated by the pessimism or negative energy of the non-selling people around them. It is not uncommon for a non-selling employee in an organization, to say things that “pop the balloon” of your salesperson.

In one software organization, an administrative assistant created a toxic atmosphere with the entire sales staff. The result? Sales dropped until she was replaced. After her departure, the toxic atmosphere also left, and sales increased because of the increase in positive energy with the salespeople!

Identify and tactfully talk to negative, bitter, cynical, or sarcastic employees who create an atmosphere that is toxic to the sales staff. You must proactively do something about this. This may be as easy as talking to these people who are toxic. If these employees directly or indirectly report up to you, make it clear that you will not keep them as employees if they don't stop their toxic attitude. You have less control if the employee reports up to another manager, but you need to use your best efforts to discuss this with the manager and try to control this problem. Inaction on your part is unacceptable.

You cannot allow toxic employees to poison the attitude of your sales employees if these employees are within your control.



Most of the time, social conversations with other employees is initiated by the salesperson. But not always. It's very common for salespeople to find it difficult to say, "no" when other employees want to talk even if they have things that they behind in doing or have scheduled to do.

Salespeople tend to move their relationship from a pure business relationship to becoming friends with their fellow employees, customers, or clients. This isn't a negative you should discourage. It can actually be positive if they use their personal relationships to influence others with enthusiasm about your product or service. If they do, it will create enthusiasm in others to do business with your organization.

Challenge 8: Invest The Time Needed To Manage "High Maintenance" Salespeople "

Managing "High Maintenance" salespeople requires patience on your part because you need to take the time to let the "High Maintenance" salesperson "vent" about whatever stresses the salesperson is experiencing currently. (Warning: This may take a while.) After patiently listening to the venting, then ask if there are any areas where the salesperson needs help, insight, or advice ... and listen carefully to the responses you receive.

After hearing the areas shared by the salesperson, share your perspective on what's not working at an optimal level, and what tactics you would like to see the salesperson use instead. One key in handling High Maintenance Salespeople lies in finding a way to point out what could be improved in an encouraging way rather than a discouraging way.

Note: There may come the point at which there is a consistent pattern of sales underperformance or only average performance, and you decide that the sales results are low enough that it does not justify the time commitment that you need to dedicate to the high maintenance salesperson.

Challenge 9: Learn The Personal Goals Of Each Of Your Salesperson

It would be wonderful if you excel at making just about everyone in your organization feel like they are loved, and you view them each as "number one." However, this would be a rare gift. But when dealing with salespeople, it is important that you try to make your salespeople feel important and that salesperson "feels the love."

To do this, you need to first understand the individual goals of each one of your salespeople. When managing salespeople, sales results will be better if you can show you care by knowing their personal goals. This isn't easy for most who manage salespeople, but there are some techniques that can help.

To do this, you, of course, first need to learn exactly what those unique goals are (**note: they are often not related to the amount of money that will be earned**) and then align those goals with your organization's interests. To learn about those goals, ask each salesperson "big questions" about his or her values, aptitudes, and personal aspirations for one, two, three, four, or more years in the future – and then listen carefully and attentively to the responses you receive.

Your questions might include the following:

- What makes you feel most fulfilled on a professional level?
- How do you personally define success?
- What would you like to see yourself doing in five years, either at this company or in some other opportunity?

Once you know these personal goals, refer to them during your weekly one on one



coaching meeting (which should ideally be a regularly scheduled weekly event) with each of your salespeople. Find something positive and authentic to say that shows how what you want the salesperson to do (or avoid doing) matches up with the salesperson's personal goals.



Challenge 10: Offset The Levels Of Rejection And Adversity Salespeople Face On A Daily Basis

To put it plainly, you are responsible not only for what your salesperson does but also for creating an environment in which he or she brushes off the rejection and moves forward to the next prospect. To do this, look for daily opportunities to provide positive reinforcement to give your salespeople regular doses of authentic, heartfelt praise.

Unlike many other employees, the average salesperson really does need constant recognition and “strokes” from his or her supervisor. This is because most salespeople face levels of rejection and adversity daily that would make other employees decide to call in sick four or five days a week.

Getting rejected is, unfortunately, part of the salesperson's job description. So, you must constantly look for reasons to give your salespeople generous portions of praise, reinforcement, and emotional support!

Why is this so important? Because the frame of mind in which a given salesperson handles rejection has a direct and tangible effect upon the salesperson's bottom-line sales performance and bottom-line sales performance. This is important to the sales department and, indeed, to the business as a whole.



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