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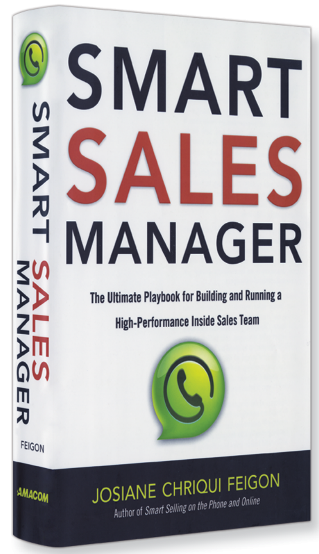
Smart Sales Manager

The Ultimate Playbook for Building and Running a High-Performance Inside Sales Team



by Josiane Chriqui Feigon

THE SUMMARY IN BRIEF

Managing an inside sales team in the dynamic new Sales 2.0 ecosystem can be more than a little overwhelming. You've got new tools, metrics and prospecting rules that seem to proliferate faster than you can keep track of them; social selling, digital communications and innovative visual content taking the place of simple cold calling; and young, tech-savvy talent who hate the phone, expect work to be FUN and for you to have all the answers immediately, SIRI-style.

Smart Sales Manager shows you how to lead your inside sales squads to success — from hiring and motivating to training, coaching and more. Complete with real-life examples and smart sales strategies, this indispensable guide brings you up to speed on how to manage in the new world of disruptive content creation, social selling and digital communications.

Smart Sales Manager provides you with up-to-the-minute advice on running a high-performance inside sales team and confidently carrying your organization on to the next level of excellence.

IN THIS SUMMARY, YOU WILL LEARN:

- The characteristics of the new independent buyer: Customer 2.0.
- How to shape Millennial employees into disruptive inside sales superheroes.
- The secret for hiring inside sales talent that forms the building blocks of your organization.
- The Metrics 2.0 method for improved measurement of sales activities.

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THE COMPLETE SUMMARY: **SMART SALES MANAGER**

by Josiane Chriqui Feigon

The author: Josiane Chriqui Feigon is a pioneer, maverick and visionary in the inside sales community. Josiane is recognized among the Top 25 Most Influential Inside Sales Professionals and as one of the world's leading experts on inside sales team and management talent.

Smart Sales Manager: The Ultimate Playbook for Building and Running a High-Performance Inside Sales Team by Josiane Chriqui Feigon. Copyright © 2013 Josiane Chriqui Feigon. Summarized by permission of the publisher, AMACOM, a division of American Management Association, Int'l. 268 pages, $24.95, ISBN: 978-0-8144-3283-9. To purchase this book, go to www.amazon.com or www.bn.com.

PART I: THE NEW NORMAL: MANAGING THE SALES 2.0 ECOSYSTEM

Customer 2.0 Is Mad as Hell! Understanding the New Independent Buyer

Today's customers are super busy, super mobile, super connected and independent. They don't return calls, they see the phone as an interruption, they are too smart for promotional incentives and they cancel appointments. Digitally astute, these DIYers are quickly weaning themselves off salespeople altogether in favor of doing their own research and making purchases unassisted. They often claim that they don't need salespeople anymore, and they don't — at least, not the traditional ones.

The biggest message salespeople get from customers today is stay away. We're just trying to get a pulse, but the closer we get the more annoying we seem to become. Senior team members are baffled. Why don't their tried-and-true sales approaches work anymore? Junior new hires are offended. Why is this customer so rude? Managers order their teams to charge forward despite the uncertainty, hoping for a sudden turnaround. But the old sales approach not only doesn't work on them; it makes them mad as hell.

Today's busy prospects are independent, self-sufficient and self-educated. These hardworking multitaskers don't want to be crowded and held in a sales headlock. They don't want to be "sold" to. They have radically different buying habits and expectations. They actually control the buying process, creating their own unique — and hidden — sales cycle: They buy when they're ready to buy.

Decoding Customer 2.0

Today's top sales effectiveness initiative is capturing new customers. That means keeping up with Customer 2.0's rapidly changing expectations, and this puts a huge amount of pressure on sales organizations.

The better you get at decoding Customer 2.0's messages, the faster you can understand their new habits and requirements and recognize what annoys them.

It's a safe bet that you and your team have heard Customer 2.0 say the following statements over and over again. We'll decode each one to find out what they're really saying, and then learn coaching essentials you can use with your team so you never have to hear these mad-as-hell messages again.

Customer 2.0 says: "Stop harassing me with meeting requests."

Decoding the message: Customer 2.0 often seems to cancel appointments for no apparent reason. But there's always a reason: Reps schedule appointments too far in advance, ask for too much time, invite too many people to attend, forget to "sell" the value of the appointment or fail to confirm the appointment through social media as the date gets closer.

Coaching your team: Appointment setting is more than just sending an invite; it includes nurturing with contagious content, socially securing the appointment and doing some preliminary outreach before the appointment.

Customer 2.0 says: "You really expect me to read a white paper?"

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Rebecca S. Clement, Publisher; **Andrew Clancy**, Executive Editor; **Ashleigh Imus**, Senior Editor; **Masiel Tejada**, Graphic Designer; **Susan Ware**, Contributing Editor

Decoding the message: This customer would rather watch a two-minute video on their iPhone or iPad than read a 20-page white paper.

Coaching your team: Provide the tools for your team to include more videos that they can share with their customers. Make sure the videos are fun; these customers like to be entertained.

Customer 2.0 says: "I'm not taking any risks."

Decoding the message: Customer 2.0 doesn't take risks, and for good reason: They have survived tough economic times; if they make a bad purchase, they can lose their jobs and maybe even their homes in today's economy.

Coaching your team: Have team members show these customers some ROI, let them read some case studies, hear customer testimonials and download a free evaluation first.

Talent 2.0: Why Millennials Make a Winning Team of Disruptive Inside Sales Superheroes

Make way for Talent 2.0. The Millennial Generation — Generation Y, the Wired Generation — is flooding inside sales organizations. They bring a renewed sense of economic optimism, a tone of extreme self-confidence and an acute desire to challenge the traditional ways of business.

They can embody the very best sense of "disruptive selling": unexpected, bold, innovative and tenacious salespeople who are not afraid to try new approaches that take customers by surprise and wake them up to your solution's possibilities. But these savvy, successful sellers can also be disruptive in the traditional meaning of the term: distracting, unruly, unsettling and counterproductive. Older managers in particular can be confused and annoyed when their fresh new team members bring in sales like pros one minute and act entitled, snarky, blasé and self-involved the next.

Decoding Talent 2.0

As an inside sales manager, your success depends on your ability to retain and promote excellent talent. So harnessing this talent and driving revenue with your team is essential. With a basic understanding of how Talent 2.0 thinks and what they need to succeed, you can learn how to effectively manage, coach and motivate them to align with Customer 2.0.

Talent 2.0 says: "I've been here three months, and I think I deserve a promotion."

Decoding the message: It's easy to mistake statements like these for pure entitlement. The truth is, Millennials are self-confident and ambitious. When asked, "What are the top two things your company can do to make you more successful?," Millennials chose the answer "better defined career path."

Coaching your team: Help Millennials understand the skill requirements for advancement and the value of longevity. Then develop a structure that defines a career path. Create roles within the sales organization, such as Team Lead, Mentor, Coach, Senior Coach. Design detailed job descriptions for each role, so that teams understand the expectations for each role.

Talent 2.0 says: "I saw our CEO's wife on Facebook. She's hot!"

Decoding the message: Even the most socially awkward Millennials are extremely social in the virtual world. Unfortunately, they are very open about their private lives and sometimes fail to see the distinction between business and personal.

Coaching your team: Capitalize on their affinity for networking, but guide them on the best ways to use professional sites, such as LinkedIn, and the mistakes they need NOT make on their personal sites.

Tool Power 2.0: Sales 2.0 at Work

In the last five years, literally hundreds of new sales tools have entered the market — sales productivity tools, sales intelligence tools and social tools. Knowing how to use them throughout the sales cycles is vital to your team's success. It's more important for inside sales talent to have a high Tool IQ than a nice phone tone.

- Once the "data hounds" of information, now inside sales reps are the new content curators.
- Customer 2.0 wants us to know everything about them before we call. The right tools help your team know what they want and meet them when they are ready to engage, collaborate and buy.
- Today's Talent 2.0 Superheroes already love to use tools and expect to access them whenever and wherever they want.
- Tools power up our engagements and buy us more time to connect virtually. The few seconds we have on a live call are simply not enough.
- Sharing tools is the best way for sales and marketing to create consistent branding. Marketing 2.0 no longer provides white papers and glossy data sheets. Today it is chartered to deliver success pieces, such as product success roadmaps and business analysis tools; captivating

infographics, slide shares, social communities; and expert webinars, podcasts and how-to guides.

Below are the right tools for each step of the sales cycle.

1. Time Management. Use calendaring tools, power dialing and sales intelligence sources. According to Insidesales.com, the no-show rate for appointments decreases by 20 percent when they use Google or Outlook invitations. Sales Intelligence tools continually aggregate and analyze relevant executive and corporate data for content sources.

2. Introductions. Use sales communication tools, social media and video. By 2020, 85 percent of buyer-seller interactions will happen online through social media and video.

3. Navigating. Use marketing automation tools and sales intelligence sources (such as Hoovers, DiscoverOrg and Customer Relationship Management). CRM systems must be used by everyone who touches the prospect-to-customer process.

4. Questioning. Use collaboration tools as an online repository for all procedures, processes, documents, templates, etc., can be kept up to date by content owners and made easily accessible to everyone who needs the information.

5. Listening. Use trigger and alert tools like Twitter and Google Alerts.

6. Linking. Use the same Sales Intelligence Sources used for Navigating, such as Hoovers and CRM.

7. Presenting. Use Presentation tools like Webex and GoToMeeting. Web conferencing lets salespeople instantly conduct demos and launch one-click product demos.

8. Handling Objections. Use the same trigger and alert tools used in the listening step of the sales cycle, especially GoogleAlerts, RSS and Focus.

9. Closing. Use eSignature tools to gain commitment fast.

10. Partnering. Use the social media used for the introductions step plus the tools used for the collaboration step.

Prospecting 2.0: Inside Sales Superheroes in Action

The new Sales Superhero starts the day by turning on all their tools. After studying their territory and planning a penetration strategy, they prepare tactics, sales analytics and intelligence. With hardware in place and information about the prospect before them, they never waste a call. They hold their weight on the call with intelligent things to say and questions to ask. All the while, they're starting the qualification process. Their raw curiosity and super listening skills earn them more time. Then they finesse an appointment on the spot. They turn to the content-nurturing process to prepare the prospect for the upcoming appointment.

To manage reps through prospecting, align with marketing to endorse a consistent message. Be sure your team understands the message and can explain it. Provide customized multiple-attempt email templates for them to use. Make sure your team follows up if they can't get through. They should immediately send email, leave a voice mail message and follow up with a LinkedIn invitation.

Reps should respond promptly to inquiries with the hope of qualifying prospects, rather than quickly disqualifying them. According to Insidesales.com, 78 percent of sales go to the companies that respond first. Contact rates decrease 100 times if you wait 30 minutes as opposed to 5 minutes to call back.

PART II: THE COMPASSIONATE MANAGER 2.0: YOUR PLAYBOOK FOR BUILDING AN EFFECTIVE HIRING, TRAINING AND COACHING ECOSYSTEM

Hiring Superheroes: The Talent Building Blocks of an Inside Sales Organization

A sales manager asks in frustration, "In today's market, why can't I find any good people who are willing to sell data for a $75K package?" Meet today's inside sales Superheroes: part social, part virtual and part authentic human being. To get them, you must develop an "always-be-recruiting" ecosystem with nine essentials:

1. Learn to recognize inside sales Superheroes when you meet them. The Inside Sales Superhero is intellectually curious, hungry, clear, focused, tenacious, coachable and competitive. Good writers who rebound well from objections, they are professional team players with a strong digital footprint, quality contacts and influential followers. They use analytics to measure response and financial ROI, because they understand Customer 2.0.

2. Structure inside sales talent by determining the right roles. Determine the roles you need to fill, what each position entails and the specific competencies that are required for that role. Different skills are needed for the lead or demand generation team, the sales development team, the inside sales team, the hybrid inside sales team, renewal teams, government teams, the social selling team, the team lead and a coach/mentor.

3. Establish a "multicareer" ecosystem that entices talent. For the "What's Next?" generation, establish a clear career progression. Set defined roles and responsibilities and timelines for advancement. Talent 2.0 is eager to grow in their jobs.

4. Work an ACTIVITY, not a place. Today's sales is not about where you work but how you work. Attracting talent has become increasingly more difficult, and trends point to the future of a remote, decentralized workforce.

5. Learn where to source good talent, and establish a referral network. The people you want to hire hear about jobs from friends. You need to entice the right candidates by actively recruiting, continually feeding and following professional and social networks such as The American Association of Inside Sales Professionals (AA-ISP), LinkedIn specialized groups, Twitter and Facebook.

6. Create strong messaging that supports the roles you want to hire. In essence, you are selling the job to potential candidates. Your messaging embodies everything about your company's culture, what the job is and the person you want to attract. Today's Talent 2.0 wants to be part of something big, fun, energetic and with a future.

7. Establish a fun culture that sells. Talent 2.0 wants to belong to the FUN Club. They want a sense of community, camaraderie and competitive activities, especially when they can win. Starting with the CEO, companies are setting a high-energy tone. Discover the events, music, food, games and ideas that pump up the fun volume. Or nominate a few "fun ambassadors" from your sales organization.

8. Design a screening process that sticks. You're looking for the perfect storm of three characteristics: the need for achievement, competitive drive and optimistic outlook. Find it with four phases of interviewing and vetting talent.

- Phone Screening. You might ask, "How do you approach managing multiple projects and clients?" "How do you use your tools every day?" "How do you organize and prioritize tasks?"
- Face-to-Face or On-Site Interview. Ask real behavioral questions, e.g., "How do you know a customer is convinced by your line of thought?" "How do you handle gatekeepers to gain access to busy decision-makers?" "What is your tool adoption curve?"
- Role Play. Set up a mini-sales call where they contact you as though you were the prospect. Throw objections at them, and hear how they hold their ground. Will they ask for the close at the end of the call?
- Go-Do Assignment. You ask the candidate to go and do something concrete, like putting together a sales presentation or a one-page territory plan assignment.

9. Don't be the roadblock to hiring talent. Be sure you are well positioned or connected on social media; they will check. Avoid giving long, evasive answers to their questions. Have state-of-the-art tools. In a role-play, don't use outdated, irrelevant and uninteresting scenarios. Show that you value diversity and don't want a team that looks like you.

Training the Talent: Making Training Stick and Giving It Legs

The quality of your training will determine the fate of your teams and the entire organization. Incorporate into the inside sales organization a sustainable training structure. Before rolling out training, carefully survey four areas:

1. Sales Process and Structure. Everyone must understand their sales character, how it is structured, their revenue goals, the competitive landscape and the customer's engagement strategy. Ask, what is the inside sales team's charter? At what point does the handoff process happen? Is it well defined? How many sales stages are there? What are they? What is the typical customer? Title?

2. Sales and Marketing Alignment. Think about how you distribute leads, what types of marketing campaigns you roll out, how much email marketing is happening, your lead conversion process and the type of messaging program you have in place.

3. Sales Productivity Tools. To determine the teams Tool IQ, ask yourself what type of CRM, SFA you have installed and what activity metrics are in place. Know what tools are in place for calendaring, collaboration, sales intelligence and social media. Think about your call recording system, your dialer tools, the type of email templates you have in your library and how often those templates are refreshed.

4. Team Talent and Skills. Ask questions to identify the individual talents, skills and needs of each team member: What are the skill sets on the team? Are they hitting quota? Do they have dedicated Systems Engineers to help them with product knowledge?

If you use an outside vendor for training, select one who is tuned in to the unique nuances and complexities of your kind of organization. To help your team reach today's customers, make sure that they encourage intelligent, succinct messaging, strengthen authenticity and relationship skills, build rebuttal skills and stress persistently calling deeper and wider. For your reps, they should deliver training modules in bite-sized pieces with video examples. The curriculum design must be fun and include competitive games with break-out team sessions.

Ready, Set, Coach! Building an Integrated Coaching Program

Design an integrated coaching plan that includes every individual in your organization, and make that time nonnegotiable. Coaching helps reps get to their next level of excellence by identifying the fears, obstacles and skill gaps and helping them overcome them. Designing an integrated coaching program involves five basic steps:

1. Create a trust-based coaching culture. The CEO should endorse coaching. The manager must want to establish a consistent coaching culture and dedicate time to reviewing, organizing and categorizing call recordings. He should schedule individual and group coaching, whether it's in-cube coaching, group coaching or remote coaching. The rep must be open to constructive feedback, agreeing to try new approaches and take initiative to develop. Both must agree to maintain confidentiality, trust and cooperation.

2. Gather call recordings. Start gathering samples of recorded calls. Conduct call-review sessions two times a month for new hires, once a week for remote workers and once per month for the rest of the team. Start building an audio call library.

3. Calibrate calls. At least once a month, managers come together in a conference room, listen to call recordings and make notes on desired skills and behaviors. A call monitoring form provides a solid framework for observation. Once managers have monitored the calls, you can calibrate your impressions about each rep.

4. Decide which type of coaching suits each team member. Choose from the following three coaching structures: in-cube, remote or group coaching.

5. Stack-rank your team into A, B or C performers. A players regularly exceed expectations; B players usually come in at 80 percent of quota, show promise and have a good attitude; C players are poor performers who rarely meet expectations. Coaching improves performance of B players by 15 percent! You should give them 60 percent of your time, giving A and C players 20 percent of your time each.

Remember to coach in bite-sized pieces — one skill at a time. Also, establish a coaching time budget for yourself.

Metrics 2.0: Call Activity Gets a Makeover

It's time for a metrics makeover. Measuring activities is not going to give you the results you want. Standard sales metrics seek 125 days of three to six conversations and 1.4 to 2.5 appointments per day. But reps are dealing with prospects who were fully on board yesterday and then mysteriously vanish; clients who return after nine months of radio silence demanding to buy *now*; and field partners who do not follow up on a referred lead.

Gen Y reps need to understand the *why* behind the metrics you ask for. How many meetings does it take to close a sale? How many dials a day are required to reach their sales goals? They also need *fun*, and they need to be motivated all the time.

Know Customer 2.0 Personally

Customer 2.0 wants you to know them personally, connect with them socially and engage in an intelligent conversation. And they are elusive: Team members need to call around to make sure they are speaking with the person who actually has the power. Metrics for them should count the number of multiple contacts within the same organization, live meaningful conversations with prospects and partners, collaborative conversations, triple-threat introductions (phone + email + social media), new LinkedIn contacts per week, inbound calls per day, appointments that didn't get canceled, web-conferencing presentations and mobile messaging campaigns.

Metrics that are not aligned with a carefully constructed strategy or that are aligned with sales strategies that are no longer relevant are demotivating. Worse, they drive the wrong behavior and sometimes cause team members to "game" the system just to make their metrics.

Metrics that matter for Tools 2.0 focus on the quality of the tool and how well it is utilized, not on how many tools are available.

The metrics that will work for your team must work for their specific roles and job functions. Clearly identify the sales activities and behaviors you want to observe, measure and compensate, and make sure the metrics you use are job specific.

PART III: MOTIVATE FAST!
SMART SALES MANAGER 2.0

Flex Your Influence! Smart Strategies for Team Meetings

Before you walk into that conference room, take a Manager Diagnostic, with questions such as, "Do I start and end my team meetings in an organized and prepared manner?" "Have I taught my team the basics — how to dress, how to talk to customers and how to act in public?" "Does my team know what is expected of them?" "Do I always check for understanding and reinforce skills?"

Modeling positive, professional, productive behavior is what leadership presence is all about. Send an email to set the tone about starting on time, participating actively, listening attentively, behaving professionally and setting boundaries. For the duration of your meeting, remember: You own that conference room! Erase the whiteboard, straighten the chairs and throw out empty cups, etc.

Body language can speak louder than words. Stand tall! Dress appropriately and professionally. Make eye contact, speak clearly, get to the point and be confident about what you ask team members to do. Your tone of voice should create urgency and excitement. Stick to a pre-distributed, organized agenda. Include VISUAL tools to communicate your message. For instance, use the whiteboard for committed numbers, and play a motivational video. Request commitment at the end of the meeting.

Invite compelling speakers who understand your group's charter and know their world. Give them a seven-minute time limit. Ask the speaker to provide relevant information organized into a meaningful format, encourage team participation and include a "What's in it for me?"

Close with energy. No matter how good your meeting is, if you don't close with positive energy you will inevitably lose some of the enthusiasm you worked hard to generate. Define follow-through steps, and assign volunteers. Make sure your voice reflects energy and enthusiasm.

Contests, Spiffs and Texts: Smart Strategies for Motivational Makeovers

Take a Manager Diagnostic by asking yourself such questions as, "Do I give rewards that the recipients value?" "Am I doing everything I can to recognize and reward individual contributors?" "Are my metrics motivating the right behavior?" "Do I know what drives each of my reps to success?"

Although team members are not always motivated by the same things, most people one of the following:

1. Achievement Driven. Needing to set and accomplish challenging goals, these people take calculated risks and like to receive regular feedback and praise. They enjoy solving problems, and they often prefer to work alone.

2. Affiliation Driven. Because these people want to belong to a group, be liked and feel useful, they will often go along with whatever the rest of the group wants to do. They like to collaborate, and they don't like high risk or uncertainty.

3. Power Driven. Wanting to control and influence others, these people enjoy competing and like to win at all costs. They enjoy status and recognition. They want to be in charge.

Motivate your A players by

1. Keeping them accountable for their Management By Objectives and revenue goals;
2. Giving them a mentoring role with new hires;
3. Providing ongoing feedback, praise and recognition.

Most B players are driven by affiliation, but your Superheroes hiding in this group will also need motivation through achievement and power.

1. Conduct a review process of their typical day to assess their time management skills, activity level and desire to succeed.
2. Commit to more coaching time with them — it will pay off.
3. Expect 10 to 30 percent more out of them, and let them know.

To motivate C performers and new hires, get to know them as individuals to learn what drives them: achievement, affiliation or power.

1. Make sure new hires have a clear understanding of responsibilities and expectations.
2. Ask them to provide their manager and sales director a daily update of activity stats, training snapshots, best customer conversations, obstacles overcome and open questions or problems.
3. Assign them a friendly A player mentor.

Creating regular team contests or spiffs is a great way to improve morale, stir up friendly competition, break up the daily routine and infuse some positive fun. A contest is more strategically organized and lasts over a longer period of time; a spiff is generally used when you want to create a spike in sales activity.

Designing Contests and Spiffs

Contests should be fun and winnable. Salespeople should feel confident that the goal is attainable, what's being asked is reasonable and performance is measurable. When you consider the prizes for your team, remember that, for Talent 2.0, it's all about access, not about possession. Consider a half-day reward (reps can go home early on Friday, come in late to work and take a longer lunch), a dedicated parking space for a month or season passes to sporting events. Offer a prize they can share with their significant other, like tickets to a concert or a show.

Communicate the strategy and rules of the contest — objectives, measurements of success and the earning criteria, including timing and prizes. Publish results and announce the winners. Make it an event. Reserve a conference room, invite senior management, have food and prizes.

Keep the contest simple by selecting one or two actions. Here are some ideas:

- Have all team members submit their "best" email based on response rate, formatting, word choice, etc.
- Have a contest for the best online demo or presentation.
- Hold a contest of quick comebacks and rebuttals for the top 10 objections.

Sending motivational texts to team members when they need a push or thanking them for work done well sends the message that you care about them and know they are doing their best for the team. A morning text might read, "Today is the start of three huge deals. Knock 'em dead!" An end-of-day text might read, "Amazing work today. The hardest is over. Final stretch!" To congratulate a rep, a text might say, "Yahoo! We have a winner!"

Team outings are another great way to get your culture vultures together. Any program you design must be supported with visual displays of fun and motivation. Here are some ideas: sales boards, TV sales monitors, a boast-and-brag wall, a team landing page or video on the company website.

Tough Talks: Smart Strategies and Interventions for Low Performers and Problem Personalities

When you must deal seriously with your low performers and problem personalities, take a Manager Diagnostic by asking yourself questions such as, "Can I hold off on any judgment and emotional history that may cloud my thinking?" "Have I been fair and consistent with this sales rep?" "Am I certain that poor performance is the result of the sales rep's deficiencies and not my own management missteps?"

Have clear standards of performance in place so that team members always know where they stand. Act promptly but calmly. You should be the calm rock because they are likely to be shell shocked, angry and defensive. Frame your conversation to suit the qualities of most Millennials.

Approach the rep privately when they are most likely to be receptive. Be respectful of the salesperson, regardless of his or her behavior. When you state your issues, focus on behavior. Frame your concern in a positive way, and keep your feedback short. If possible, just focus on two problem areas, and be very specific.

At the end of the discussion, review action steps and goals. Have a clear game plan, write it down and make sure you both have copies. Get their commitment to change, but put time parameters in place. Document your discussions. Be sure the person understands that the ultimate consequence for poor behavior is dismissal.

Problem personalities are something else altogether — they are people in need of special handling. They might cheat, create drama or complain all the time. They might be passive-aggressive.

Put the rep on a Performance Improvement Plan. These questions can help you decide whether team members on a performance plan should stay a little while longer or need to go.

The general rule of thumb is "Salvage first, replace second." This is always a difficult decision, and it's a tough conversation. Do everything you can to make it work, but in the end, you have to do what is right for both the person and the company.

RECOMMENDED READING LIST

If you liked *Smart Sales Manager*, you'll also like:

1. ***The Ultimate Sales Machine* by Chet Holmes**. Holmes provides 12 key strategies to turn any business into what he deems "the ultimate sales machine."

2. ***The Machine* by Justin Roff-Marsh**. Roff-Marsh presents a nontraditional sales approach that incorporates a division of labor in which sales responsibility shifts from autonomous agents to a central team.

3. ***Sales Management* by Robert J. Calvin**. Calvin provides a solid primer on creating and managing today's sales force.