



THE PERFECT SALESFORCE

The 6 Best Practices of the World's Best Sales Teams

THE SUMMARY IN BRIEF

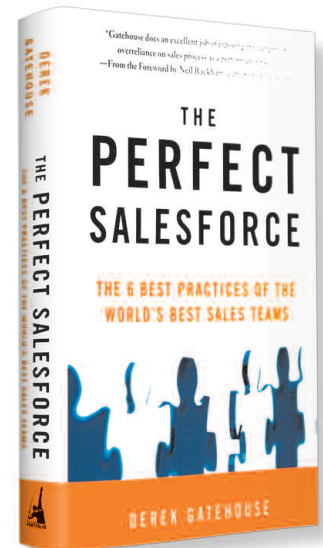
Despite billions spent every year on personality profiling, sales training, motivational experts, coaches and incentives, there's never been a proven formula for building a sales force of top performers. Finding such a "holy grail" of sales has been Derek Gatehouse's obsession for decades.

To identify what makes a top-producing salesperson — the kind who sells four times more than everyone else — and why some sales teams have a high percentage of top producers, he interviewed more than 2,000 executives in many different industries. His findings challenge the conventional wisdom about hiring, training, managing and rewarding a sales team.

Gatehouse has tested virtually every personality assessment tool, sales process, training methodology and management system available, only to conclude that the vast majority of those systems don't raise performance in a lasting way. Instead, the world's greatest sales teams share six simple but critical practices. These best practices are noteworthy because they focus on how to assess your type of sale and how to identify the specific qualities and characteristics required for success.

IN THIS SUMMARY, YOU WILL LEARN:

- How to hire for talent, not skill or even experience.
- How to blend positive and negative motivators.
- Ways to measure for results instead of micromanaging the process.
- How to use a framework based on 10 selling talents.
- Who to select for the sales manager position.
- How any company can build an incredibly effective sales force.



by Derek Gatehouse

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THE COMPLETE SUMMARY: THE PERFECT SALESFORCE

by Derek Gatehouse

The author: Derek Gatehouse has spent 30 years as a sales rep, sales manager, sales VP and sales trainer at companies in many different industries. He's currently the CEO of Vendis Inc., a New York-based consulting and training firm. *The Perfect Salesforce* is his first book.

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The Perfect Sales Force

The only feasible growth system for a sales force, and the only way to build a sales force comprising top performers, is to learn the language of selling talents. This will let you cast the right talents into each stage of your particular sale type and then gain an understanding of what specific conditions generate autonomous top performance from these gifted sellers. This is the essence of the perfect sales force — and in fact the very definition of a top producer: *natural talent operating under specific conditions*. This definition has been distilled from decades of studying top-performing sales teams.

The Six Best Practices of the Perfect Sales Force

In order to build such a team, there are six best practices that must be followed:

1. Understand what arrangement of the 10 selling talents applies to your sale.
2. Sort the stages of your sales according to talent.
3. Cast the different selling roles, using a talent-based hiring process.
4. Generate ultimate motivation with the perfect pay plan and quota.
5. Conduct regular sales behavior training.
6. Manage and develop your team by using result-based management.

It should also be noted that these best practices all stem from the following three different fields of study:

1. The study of **natural talent** or ability — that which you are born with, that which cannot be taught to another.
2. An understanding of **training** as performance enhancement — can you make someone better by a mar-

gin that sufficiently exceeds the effort and, if so, how?

3. An understanding of what external **conditions** affect performance.

Natural Talent

If it's top performers you want, not only is talent important, it's essential. In the absence of the natural-born talents needed for a task, top levels of performance at that task are not possible. Ninety-five percent of American companies have no methodology whatsoever for identifying which natural talents their new hires possess or for identifying which natural talents might be needed for the job at hand.

Understand that the inbred talents we all possess are part of our DNA. New skills and new knowledge can be taught, but natural talent cannot. You must learn how to identify which talents you need for your sale type and then have a reliable interview methodology for identifying those talent sets in your candidates.

Training

Training will raise performance to a new and lasting level if and only if all three of the following criteria are met:

1. **The natural talents required for the task must be present.** In the absence of talent, even the best training will not raise performance significantly.
2. **The training curriculum must be well-substantiated, and must be adoptable by all personalities and selling styles.** In other words, it must be presented as a series of practices that trainees can “mix and match” at will, rather than a rigid, step-by-step selling process.
3. **The training methodology must respect what we now understand about permanently altering**



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Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2008 by Soundview Executive Book Summaries.

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habitual behavior. Sales training is behavior training, as we are asking trainees to suddenly change the way they behave in certain situations. The formula for permanently adopting new selling behaviors must include certain reinforcement practices.

Conditions

There are hundreds of workplace conditions that can be examined, some personal, some communal, but the first distinction to understand is that only a few are true *performance influencers*. A performance influencer is a condition that affects people's ability to consistently perform at the pinnacle of their talent. There are two main types: *logistical influencers* and *psychological influencers*. Though logistical influencers can be pretty obvious (e.g., a laptop can boost a salesperson's productivity in the field), psychological influencers tend to be deeper. The psychological influencers that are true performance influencers are:

1. Your pay plan
2. Your quotas
3. Sales training
4. The salespeople's immediate manager (sales manager).

Salespeople need the right conditions in order to flourish, and if the four conditions listed above are arranged correctly according to behavior analysis, then they will flourish indeed.

The Sum of All Parts

There are two different reasons that the six best practices work as well as they do. The first is the practical application of each: how you hire, how you motivate, how you approach training and how you manage your people. But the second criterion is equally important to their effectiveness, and that is an understanding of how interrelated these six practices are. Think of them as your "Master Plan for Sales Force Performance."

Each of the six practices must be understood, but for them to be effective, their relationships to one another must be understood as well. The phenomenon is actually no different than the relationships among other departments in your company. The success of people and systems relies on the efficiency of other people and other systems. Unless you can identify these practices and understand their interdependency, you will be powerless to improve performance.

Be aware that the recipe for stellar group performance is like any other recipe. First, the outcome will always be better if each of the ingredients is superior. Second, if you alter even one ingredient, you will certainly affect the overall outcome. ●

Best Practice No. 1: The 10 Selling Talents

There are 10 selling talents that dissect the selling process into its influencing components. The first six talents deal with how people are hardwired in terms of work ethic, tolerance levels, ability to influence, and aptitude for abstract communication and thinking. One person's idea of "working hard" can often put another person to sleep. Some people's idea of fun on the job can be hell to others. Top salespeople all influence other people positively, but their specific communication abilities vary greatly.

Deal Breakers

The first six talents are must-haves; your candidates must possess the exact needed arrangement of all six. Talents seven through 10, however, are more preference than talent, and with these you have some leeway.

1. Work Ethic: Quality Versus Quantity. Half of the world's top salespeople are wired for *quantity* — that is, they need to be busy and productive. They like their days to be filled; they are hardwired to make many calls and many sales. They thrive in a repetitive and structured sales job. The other half prefer *quality* over quantity — a number of client interactions that, though fewer, requires a near-perfect performance every time. This is typically a higher priced, higher executive level sale. Respecting this daily work ethic talent when hiring is critical, as a quality salesperson simply *cannot* perform the daily routine of a quantity salesperson, or vice versa.

2. Tolerance: High Versus Low. Tolerance refers to your candidate's pain threshold: how thick-skinned the person is. Every job contains multiple tasks; some are enjoyable, others far less so. Salespeople with high tolerance are those who embrace something they don't like — without any hesitation — in order to get to the end goal. Someone with low tolerance will completely avoid those tasks they hate or fear.

3. Persuasion: Adviser Versus Pleaser. The persuasion talent states that there are born advisers ("closers") and there are born pleasers. Unfortunately, the line between the two can be very faint — particularly during a job interview, which explains why so many sales managers have hired awesome salespeople that, to their surprise and disappointment, just couldn't close. Salespeople with the adviser talent have no problem at all moving things forward when it is time.

4. Executive Rapport: High Versus Low. Some salespeople bond instantly with the "common man," and others gravitate to rubbing noses with top brass. Always match the executive level of your clients and prospects

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with a salesperson who naturally impacts that level.

5. Need: Created Versus Established. Some salespeople do very poorly when it comes to creating the need but excel when the need is already established. Others thrive on the challenge of *creating* need. We must appreciate that when the need has not yet been established, the sale has a whole extra step. You can't even begin the selling process until there is need.

6. Explanation: Obvious Versus Concept. Selling a product or service whose benefits are obvious requires different communication talents than explaining a more complicated concept. This is not the same as tangible versus intangible sales. The explanation talent has more to do with the amount and the type of explanation involved.

Preferences

These next four talents are not necessarily deal breakers. With the first six talents, you must match all six to your sale type because your candidates will either possess or not possess these abilities.

But these last four are more preferences than talents, and you have some flexibility. Your salespeople have job preferences, and it is definitely in your best interest to try to make as many matches as you can, but these will not necessarily affect performance.

7. Sale Cycle: Short Versus Long. Some salespeople excel at either a short or a long sale cycle. Those salespeople who have no problem with a long sale cycle can usually do both equally well. If you have a relatively short sale cycle, you can ignore this factor, as either candidate will do. But if you have a long sale cycle, you would do well to find someone who understands the nuances of such a job.

8. The Solution: Unique Versus Commodity. Some salespeople prefer to represent a solution that is unique to their respective company; they do not like to represent a solution that the prospect perceives can be "bought anywhere." Understand that some salespeople prefer to sell a unique solution, while others actually do much better with a commodity sale; they use nothing more than their own relationship-building abilities to woo clients from their current suppliers.

9. Products: Many Versus Few. "Account penetration" refers to selling as many of your company's relevant products as possible to clients. Whether your company has a vast product line or just one solution, be mindful of matching the right candidate to your sale.

10. Decision Makers: Many Versus Few. Some salespeople have a great deal of trouble orchestrating the whole decision-making process when many people are

involved. They are fine with one or two decision makers, but when it comes to selling a solution that requires them to work the whole multiperson, multidepartment dynamic, they get a little lost. ●

Best Practice No. 2: Sorting Sales Stages for Talent

Most sales jobs require salespeople to perform at too many stages. The problem is, from a standpoint of the talents required, many of these stages end up being totally unrelated. Asking a salesperson to be a top communicator, influencer, leader, diplomat, closer, lead researcher and prospector is a pretty tall order. One cannot expect this individual to perform at top levels in every activity.

You will have much more success finding people who are top performers at one or two sales stages only. Top sales teams isolate selling tasks and assign them to different groups, so as to match talent with pinpoint accuracy.

Common Sales and Marketing Stages

Here are the three most common sales stages:

- **Engagement.** "Client engagement" is a term for that moment when the prospect starts to care, starts to take interest. The selling stage cannot even begin until there is engagement. The prospect must begin to visualize owning your product or service: what it would be like, what it would do for him. He will then start to ask questions, and a dialogue will begin.

- **Pre-Engagement Stages.** There is an endless menu from which to assemble engagement-building stages: cold-calling, prospecting, Web sites, Webinars, trade shows, sales meetings, free seminars, free samples or product trials, advertising of all kinds, publicity of all kinds, referrals and a myriad of other marketing activities. The goal of every one of these stages and combinations of stages, is the same: to create prospect engagement and get to the selling stage. The various combinations of these pre-engagement stages are also known as "marketing channels." Most companies have marketing channels to generate leads for salespeople.

- **Post-Engagement Stages.** There are three components to this stage: selling, technical support and servicing.

Once your prospect is engaged, **selling** can begin. You can now begin the stage of understanding your prospect's situation and needs, and building value in the notion of you (and your product or service) being the best way to address this situation and these needs.

Technical support refers to the participation of those with more technical or specialized expertise than the

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salesperson, which may become necessary during the selling process. Technical support also refers to any such assistance immediately after the purchase.

Servicing begins when a new client comes on board, and lasts for as long as you serve this client. The important question when assigning people to this stage is “Will there be selling involved?” Some servicing positions require nothing more than keeping the client happy. But others require “account penetration” — selling more of your goods and services in addition to servicing. This will require different talents (e.g., work ethic, tolerance), and since many sales jobs have salespeople selling *and* servicing, overall productivity will drop if the salesperson possesses the talents for only one of these two functions.

Sorting Sales Stages

Here is the three-step process to determine which talents are needed for each sales stage:

Step 1: Identify the sales stages in each *marketing channel*, such as cold-calling, referrals and trade shows.

Step 2: Determine the ideal *result* needed from each stage.

Step 3: Determine which of the *10 selling talents* are needed to achieve each of these results.

The Long-Sales Stage Factor

Despite the serious improvement in overall performance when talent is assigned to isolated sales stages, there is a situation in which the alteration of your sales stage structure may affect your clients or prospects. If your sales type contains any sales stages that take a very long time, it can be disruptive to the prospect to insert a “new player” midway. In general, if you have a sales stage that lasts long enough for a significant relationship to develop, then switching salespeople may do more harm than good. ●

Best Practice No. 3: The Talent-Based Hiring Process

Talent-based hiring has two steps. The interview itself is actually the second step in the talent-based hiring process. The first step is to understand, very specifically, which talents you are actually out to hire. There are four things to look for when hiring a salesperson:

1. **Skills that may be required to do the job**
2. **Specific knowledge that may be required to do the job**
3. **Experience, if necessary**
4. **Natural talent.**

Of these four things, talent is the only reliable predictor of future performance. Equally critical to understand

Interview Tips

Here are some interview tips to consider when hiring new talent:

- **Divide your mind.** You need to divide your mind into two (sometimes conflicting) halves. Half of you must pay attention to mirroring the candidate and making him or her feel as comfortable as possible, while the other half must remain objective.
- **Guide the interview, but not too much.** While you are guiding candidates toward needed topics and discussions, be careful not to put the words you want to hear right into their mouths. If after a few opportunities they are not giving you the detailed answers you need to hear, they may not possess those talents, no matter how much you want them to.
- **Keep an answer file.** For those candidates who you choose to hire, keep a file of the answers they gave to your most common questions. Mark your agenda six months from their hiring dates and pull out their answer sheets. Add notes to the file regarding how well or how poorly they are performing and in which stages of your sale. After a time, you should be able to identify patterns in how top performers in your specific sale type answer questions and behave during the interview.

is that talent is the only one that cannot be acquired.

You want to have conversations with your candidates and listen for certain clues in the way they say things. You’re just going to chat and listen for patterns that develop — repeated patterns in the way the candidates answer that reveal whether this is an actual recurring behavior for them or one that they are just telling you is a behavior. It is the recurring behaviors that we all keep coming back to — without even realizing it — that reveal the presence of natural talent. There are two steps to this interview process:

Step 1. Know what you’re looking for, but don’t reveal it.

Step 2. Structure your questions — and the entire interview — around the talents needed, and then listen for patterns of behavior. ●

Best Practice No. 4: The Pay Plan and Quotas

The previous three best practices addressed talent. The next three practices will describe the ideal performance conditions.

The conditions are as important as natural talent. If you have managed to find and hire a top performer into the specific selling role for his or her talent set, you have accomplished something significant. Losing this person

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due to a lack of understanding of his or her needs and wants is inexcusable.

The ideal performance conditions are psychological performance influencers. These conditions affect one's ability to consistently perform at the pinnacle of his or her talent, and they all serve to answer that big question: What conditions do your employees need and want? What is it that Google and others are doing so differently?

The answer involves only these two things. You have to:

1. **Provide clear parameters.**
2. **Treat employees right.**

In March 2005, Microsoft published the results of a survey the company conducted on employee productivity. The "Microsoft Office Personal Productivity Challenge," which drew responses from more than 38,000 people in 200 countries, rated workers' individual productivity levels based on their responses to 18 statements about work-related practices. Cited among the top reasons for lost productivity were unclear objectives and lack of team communication.

If you are going to succeed in creating a top-performing sales force, you must incorporate both positive *and* negative motivators into your communal conditions. The positive motivator is your pay plan. The negative motivator is your quota.

Quota

Top sales teams follow this definition of quota: *the results that a properly cast individual can regularly accomplish with reasonable effort.* The four components to this definition are all important to understand.

- **Results.** These can be defined as monetary values or nonmonetary accomplishments, but they must be results, not activities. Top performers reach the top via combinations of activities that often differ from performer to performer. Picking the perfect results, or quotas, for each job is a critical step, so don't do it alone. Enlist the assistance of trusted colleagues. You very much want to avoid changing quotas once they are in place.

- **Properly Cast Individual.** This is a method that helps you determine whether your recruits are indeed the right talents for the sale type. Reaching quota should be fairly easy for properly cast individuals. It will *not* be easy for those you have unwittingly miscast talent-wise.

- **Regularly.** If properly cast, your people should reach quota every period. It is not a quota if the majority of the salespeople do not attain it regularly. It is also not a quota without ramifications. The correct length of time for a quota *period* is dictated by the sale cycle and by which stage of the sale you are dealing with.

- **With Reasonable Effort.** Quota should define

what each selling position will produce on a regular basis. With a hiring process that more reliably casts needed selling talents, and a quota system that clearly and quickly identifies those who may not make it, growth through an aggressive hiring campaign is less risky. With extra effort the salespeople will surpass this number — and they often will, but they cannot be relied upon to do so all the time, which hinders forecasting.

Pay Plan

Balance those parameters and create the positive motivators. Tell salespeople what happens when they blow quota out of the water every period. Every sales pay plan must address three components:

1. **Base Salary.** The base salary is paid no matter how much or how little you produce and is therefore not usually a performance influencer. Your base salary and perks are hiring tools more than motivators. The ideal pay plan is the one that pays just enough of a base to attract the person you need for the sale type, and enough commission that high performers make a lot of money. You need to offer a base salary just to get the caliber of candidate you want to come to interview with your company.

2. **Commission.** When creating pay plans, your gauge must be *positive, immediate and certain* (PIC). First create the most motivating pay plan possible for your salespeople, and then make it fit with management. Payouts are very *positive*, they are *immediate* and they are *certain*.

3. **Short-Term Incentives.** Short-term incentives keep things fresh and fun. They definitely fit PIC. They also fit a behavior analysis technique known as "shaping." Shaping tells us to reward smaller (hence very achievable) victories often, which quickly forms cause and effect associations in our salespeople's minds. Shaping allows you to program, or shape behavior. If you have a surplus of a particular product that you want reduced, attach today's incentive to the sale of that product.

Putting It All Together

You want to keep your pay plans as simple as possible. Use this three-step process to build your perfect pay plan:

1. Calculate exactly *how much* pay you have to share with the sales department.
2. Decide exactly *who* you'll share the pay with.
3. Divide the pay amongst the three pay plan components: *base, commission and short-term incentives*.

One suggestion before you finalize any new pay plan: Gather a few salespeople that you have come to know and trust and run it by them. You'll get good feedback from the most relevant parties. You want to tweak every-

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thing before you launch so as to avoid changing things around all the time. ●

For additional information on what to do when salespeople don't make quota, go to www.summary.com.

Best Practice No. 5: Sales Behavior Training

Sales training alone will not produce a sustained increase in performance. You have to come to understand the roles and the necessity of the other practices. Assuming these are in place, training *will* augment performance — as long as it too is implemented correctly. However, though sales training is important, studies have shown that the greatest impact on performance comes from understanding how to cast top talents into their ideal selling roles, supported by ideal performance conditions for that group.

That said, training *is* a performance enhancer under the right conditions, and it is an expected company practice. New hires must be trained. Best practices in all stages of selling must be discussed and shared. There are two equally important sides of sales training: *curriculum* and *delivery*.

Sales Training Curriculum

The term *training* here relates to influencing and leading someone to make a decision. The most successful and highest-producing salespeople seem to have mastered three different dimensions of influence. With very few exceptions, all successful sales have these three dimensions in place. They are:

1. The Attaining of Rapport. Influencing someone to make a decision requires that you first establish some level of rapport with him or her. Although buyers rarely admit it, largely because they don't even realize it, how they “feel” about you very much impacts their final decisions.

2. The Discussion of the Solution. In *The SPIN Selling Fieldbook*, Professor Neil Rackham and his team ushered in the “consultative” selling style that countless others have now copied. It is a far more natural way to communicate with others and a welcome departure from the overly contrived approach most salespeople are taught: make a presentation; probe for need; trial close; handle objections and then close, close, close.

3. The Advising Process. Advisers are closers. Prospects do not want to be asked; they want to be told. As long as there is good trust and rapport, and as long as the selling stage did in fact uncover that your solution will benefit the prospect, then your prospect wants his trusted adviser to advise him. Telling a prospect what you believe to be the right move for him rather than asking

him what he wants to do is simply an extension of the trusted adviser relationship.

Sales Training Delivery

Sales training is a form of *behavior training* and altering habitual behavior requires reinforcement. If you want your salespeople to adopt their training and actually make use of it, you need to follow three steps in order to effectively deliver your sales training.

First, provide them with a solid curriculum for the training. Be forewarned: You need to *sell* your salespeople on training since many seasoned top producers are reluctant to receive sales training, fearing that it will take away from their selling time or simply waste their time.

Second, once the trainer has imparted the curriculum in the classroom, it must be practiced. Practicing with role play in order to get better at newly learned material is only one of the two reasons we need to practice. The second, equally important reason is to *reinforce new behaviors*.

And finally, field training is sales training's missing link. The good news with field training is how *quickly* a bridge develops between practice situations and the real-life situations. ●

Best Practice No. 6: Result-Based Management

The role of the sales manager is an absolutely pivotal one, and it has two sides to it. As always, if you have one in place without the other, you will not reach top performance levels. The two sides are (1) *what* the manager does and (2) *who* the manager is.

If you abide by the five best practices previously elaborated, then in theory you're finished. You will have “built” what you set out to build; the changes that were needed have all been made. Sale types and sales stages have been identified. Talents have been cast. Pay and quota have been tweaked. Training is in place. If these sales pros are so talented and so autonomous, and if they have been plugged into such a complete and synchronized infrastructure, we could ask why they need a manager at all.

The answer is that they're still human. As high-functioning as they may be, and as clearly defined as their environment is, top salespeople still need guidance, feedback, arbitration, praise, reprimands and support. The manager does not *build* the infrastructure; he or she maintains, nurtures and grows the infrastructure that *management* built.

Who to Select for the Sales Manager Position

The best sales managers are respected colleagues and down-to-earth members of the group. They lead by

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The Practices of the World's Best Sales Managers

A manager's primary job is to get those in her charge to produce whatever it is she needs them to produce. In a result-managed environment, people are held accountable for fair, reachable, pre-agreed-upon results for each period; they are supplied with all pre-agreed-upon resources needed to get there; and then they are not micromanaged.

Two duties should occupy the majority of a good manager's time:

1. Enforce results; manage activities. Activities are discussed, debated, tossed around, supported — they are simply not enforced. There isn't one perfect approach to doing things. Activities should be discussed, but enforcement is unnecessary.

2. Develop strengths, not weaknesses.

Remember, new skills and new knowledge can be acquired, but talent cannot, and weak performance is almost always an indication that the talents needed for the job are simply not there. The world's best managers understand what can and cannot be trained, and if training will indeed raise performance, then they train.

example and are never intimidating. Top managers always put their team members ahead of themselves. They know that their job is about getting their people to produce, not about shining themselves. Top managers also genuinely care about their people and look out for them. A good manager fits perfectly halfway between management and the salespeople, yet is completely loyal to both. ●

For information on sales manager talents, go to: <http://my.summary.com>

Growing the Perfect Sales Force

The top sales forces have found a way to stifle that natural urge to micromanage. They set correct results and expectations, put the right people in place, create the right conditions, and then trust the logic of that system enough to let it run.

The six best practices need not apply only to the sales force. They are a model that applies to every department, team and person — they are simply the natural laws of human behavior, applied in the workplace. As such, they should be applied companywide and become the company mind-set. You cannot have a sales manager who

manages the results of her salespeople, and who in turn is micromanaged by her boss.

When implementation of these six best practices is not successful, it is due to the owner's activities and his lack of understanding of what his daily role should be. Years of trying to boil it down to a succinct, common behavior have led to these observations:

- Owners and execs of high-growth companies focus on the sales they get.
- Owners and execs of slow or nongrowth companies focus on the sales they don't get.

Fast-growth companies learn to focus on the machine — the bigger picture — rather than on “those that get away,” and this philosophy carries through all levels. Salespeople know full well they will not close everyone, and yet they still try. This is the mind-set of growth: the ability to focus on a steady hiring and training regimen instead of fixating only on your current producers.

Change

People like to say that change is scary, that most people fear and resist change. This is absolutely not true. People fear the unknown. Keep your people informed. Let them know why you are doing things, involve them in planning it, get their buy-in. Not only will there be no fear, there will be excitement!

Having properly announced and discussed the upcoming changes, your secret weapon is time. You cannot be held hostage by a few employees who may not want to change. As long as your committee is in agreement and all but a few agree that the proposed changes will benefit the company, you must move forward. Time will fix everything.

By nothing more than the passage of time, people acclimatize. You turn around one day and notice that everyone is once again on the same page. Never allow the few who fear new things to prevent you from implementing better and better practices in your company. The only true constant in life, after all, is change. ●

RECOMMENDED READING LIST

If you liked *The Perfect Salesforce*, you'll also like:

1. ***The Giants of Sales* by Tom Sant.** Sant introduces readers to the techniques developed by four legendary sales giants — Dale Carnegie, John Patterson, Elmer Wheeler and Joe Girard — and offers concrete examples of how they still work in the 21st century.
2. ***Exceptional Selling* by Jeff Thull.** You may have the world's greatest solution, but if you can't communicate with relevancy, develop credibility and respect, and build clarity for your customers, your potential will be severely constrained.
3. ***Bag the Elephant* by Steve Kaplan.** Kaplan shows owners of small and medium-sized businesses how to land the huge account they desire — the elephant.