

“naturals,” quality onboarding and training gives them a much better basis to launch into their success. Those in the first category who would have been at quota in, say, six months, will be at quota in three or four months. That is a win in anyone’s book and it will help them hit their performance ceilings more quickly. This means a strong ROI, because usually those in the first category will make better use of their training.

For those in the third category, the monthly checkpoints let you know that they are on a path to failure. In this case, the philosophy is, “If you’re going to fail, fail quickly.” This still saves money, time and effort over plodding along for a year or more.

Of course, a failed checkpoint does not necessarily have to lead to termination; use your best judgment. Sometimes, a little coaching or even remedial training can overcome obstacles. If you determine that you have someone in the second category, coaching is a great investment.

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Sales hiring is getting more difficult and candidate pools are getting smaller. Once you have made your hiring selection, it is incumbent upon you to make the most out of that hire. Shifting away from “I want someone to figure it out themselves and hit the ground running” toward the mindset of “I’ve won a good candidate and now I’m going to take the time to lock that win in through quality onboarding” is an essential part of effective sales management. You do not have to depend on good luck for

your results. ■

*Troy Harrison is the author of “Sell Like You Mean It” and “The Pocket Sales Manager.” He helps companies navigate the elements of sales on their journeys to success. To schedule a free 45-minute Sales Strategy Review, call (913) 645-3603 or email troy@troyharrison.com. Visit [www.troyharrison.com](http://www.troyharrison.com).*



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