■ Second, make sure the emphasis is on *new* question creation, not a regurgitation of what is already being done. As soon as a salesperson says, "Here's one I like to ask," thank him for the contribution but tell him that you want him to dig into his head and come up with something new. Your salespeople are smart; this respects their intelligence and creativity.

Third, you should be doing ride-alongs as the program progresses to see that the

new questions are really being asked in live sales calls. This program only works if it is being put into action and not just discussed in meetings. The whole idea is to improve your salespeople's selling skills, not their meeting skills. So, as they say, "inspect what you expect."

■ Fourth, be prepared to discard some questions that your salespeople used to ask in favor of newer and better ones. In fact, this might be a topic for weeks six through eight. "Since we have these new and more effective questions, which ones can — or should — we jettison?"

... By the end of eight weeks, your team members' questioning skills will have gone up exponentially, which means their sales will go up. If you do this, by the end of eight weeks, your team members' questioning skills will have gone up exponentially, which means their sales will go up. You should repeat this exercise at least once per year to continually refine the questions and skills. Besides, market conditions may dictate that questions get modified or discarded over time.

In my next article, I will discuss a simple exercise you can do to make your salespeople more effective, on-the-spot presenters.

Troy Harrison is the author of "Sell Like You Mean It!" and "The Pocket Sales Manager,"

and is a speaker, consultant and sales navigator. He helps companies build more profitable

and productive sales forces. To schedule a free 45-minute Sales Strategy Review, call (913) 645-3603 or email troy@troyharrison.com. Visit www.troyharrison.com.



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