

“Coaching Sales Performance”

- ▶ Presented by:
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- ▶ Salesforce Solutions

Seminar Rules

- ▶ Don't leave confused! Questions welcomed at any time.
- ▶ Be open to ideas and change.
- ▶ Most importantly – HAVE FUN! This is not a funeral.

Introduction



- ▶ Troy Harrison: President of Salesforce Solutions
- ▶ 20 years of successful selling and sales management
- ▶ Specializes in training, consulting, recruiting, turnarounds

Our Objectives



- ▶ High Achieving Sales Team
- ▶ Sales Force Stability (low turnover)
- ▶ Consistent, Profitable Growth
- ▶ Quality Representation (face of the company)
- ▶ Happy Customers
- ▶ Good Internal and External Relationships
- ▶ Champion our Cause Throughout Market

Achieving Objectives



- ▶ High Achieving Sales Team = right people doing the right things and getting the right results
- ▶ Low Turnover = Good hiring, ongoing development, job satisfaction and loyalty
- ▶ Consistent, Profitable Growth = Discipline in Activities and Pricing

Achieving Objectives, contd.



- ▶ Quality Representation = People you are proud to have represent your company (good hiring)
- ▶ Happy customers = good customer service and follow up ethic
- ▶ Good Internal and External Relationships = salespeople generating positive feelings and outcomes for all involved
- ▶ Champion Cause Throughout Market = Salespeople proud and passionate

Two Variables of Sales Performance



- ▶ You only have TWO variables to work with!
The basic sales equation is:
- ▶ *(Quantity of activity x Quality of activity = Results)*

Sales Management Skills



- ▶ Teaching/coaching – **MOST IMPORTANT**
– This is where you are a **DIFFERENCE MAKER**
- ▶ Enforcement of Accountability
- ▶ Servicing internal customers
- ▶ Leadership
- ▶ Directing
- ▶ Delegation

Manage Activity



- ▶ Begin with basic sales process – Prospect, Qualify, Initial Contact, Discovery, Recommendation, Propose, Close
- ▶ Define sales needs, then work backwards to determine needed activity levels.
- ▶ Communicate standards to salespeople, then hold them accountable. Use review process.

Activity Management, continued



- ▶ Results are important, but don't sacrifice marketing exposure (contact quantity) for short-term sales results.
- ▶ Use activity standards to trouble-shoot or share best practices.

The Troubleshooting Process



- ▶ (Quantity of Sales Activity) x (Quality of Sales Activity) = Sales Results
- ▶ Begin with Quantitative Troubleshooting – Are they hitting goals?
- ▶ Move to Qualitative Troubleshooting

Quantitative Troubleshooting



- ▶ Purpose is to evaluate rep's achievement of activity goals
- ▶ Start at the BOTTOM of the sales funnel; i.e. proposals and work BACKWARDS
- ▶ This is because each step becomes progressively less tied to the sale as you move up in the funnel
- ▶ Find the shortfall

Quantitative Troubleshooting

- ▶ There are two reasons for activity non-compliance – effort or qualitative failure
- ▶ The higher you get in the funnel, the more likely the issue is effort; the lower in the funnel, it's likely qualitative
- ▶ When you find the shortfall, first probe as to why – then isolate effort vs quality
- ▶ Low patience for low effort

Qualitative Troubleshooting

- ▶ Qualitative Troubleshooting is about finding issues with Quality of Activity that affect results
- ▶ Your job is to be the COACH, not the salesperson
- ▶ Objective is to raise the Quality of Activity to meet results or Activity expectations (for instance, better Appts yield more Proposals)

Coaching Sales Activity

- ▶ Share the field of battle/observe
- ▶ DO NOT SELL or try to win the sale! LET THEM FAIL if necessary. One lost sale now is less important than future wins.
- ▶ Be an impartial observer.
- ▶ DO NOT view through the prism of what YOU would do.

Coaching Sales Activity

- ▶ Watch the CUSTOMER for actions/reactions.
- ▶ Are the salesperson's actions and words creating appropriate reactions from the customer?
- ▶ Note areas where the customer reacts in a way that hinders the progression of the sale.
- ▶ Note inappropriate words/body language

Coaching Sales Activity

- ▶ Were the right questions asked and statements made?
- ▶ Evaluate call against the stated call objectives – were they realized?
- ▶ Did the Customer give positive signals to continue selling process?
- ▶ Is the salesperson pushing without customer encouragement?

Coaching Sales Activity

- ▶ Resist the urge to “curbside coach” between calls. This can become a negative motivator and keep you from learning what you need to learn.
- ▶ Take the time to create a written evaluation from the CUSTOMER’s viewpoint.
- ▶ Meet one-on-one in a nonthreatening environment (conference room)

Successful Coaching Meetings

- ▶ Ask the salesperson to review the calls and results. Can the salesperson appropriately interpret and diagnose?
- ▶ Review instances where the call went wrong – FROM THE CUSTOMER'S reactions, not yours
- ▶ Avoid "I would have said"; instead, say, "the customer reacted or said"

Successful Coaching Meetings

- ▶ Propose change in behavior, call, activity, etc. – USING YOUR SELLING SKILLS
- ▶ Gain agreement from salesperson that this change would create a positive result
- ▶ Role-play change(s) in activity from real world scenario in the call
- ▶ Follow up (soon) with another ride along to see if lessons are implemented

If Coaching Does Not Work

- ▶ Very little you can do with a lack of effort
- ▶ Use Profiles to troubleshoot (Kirk will explain)
- ▶ Try multiple times to change behavior
- ▶ Bottom line – if the behavior is an obstacle to achievement, and if the salesperson refuses to change, it's time to terminate.

Allocating Your Time

- ▶ The High Performance Sales Manager dedicates 50% or more of his/her time to Sales Rep Development!
- ▶ Limit admin activities to 20% or less
- ▶ Coach high achievers as well as low achievers; high performers = better ROI
- ▶ Remember the "Last Duck Theory"

The Rewards

- ▶ Changing Sales Rep Behavior is nearly always cheaper and more profitable than hiring and firing.
- ▶ There is NOTHING more rewarding than being able to positively affect someone's career!

Where do you Go From Here?

- ▶ Buy the book! Books and videos on sale here.
- ▶ Troy is available to work with your sales teams on any coaching, consulting, training, or recruiting opportunities.



**Question/Answer Period –
Thank You for attending!**

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