

moving opportunities forward. A documented playbook becomes a training asset for every future hire.

■ **Establish a Structured Prospecting Cadence** — Create a defined outreach cadence that incorporates phone calls, LinkedIn and emails. Specify the timing, sequencing and messaging for each touchpoint. Just-outs struggle with “What should I do next?” A structured cadence removes that ambiguity.

■ **Build a Buddy System** — Pair each just-out with an experienced salesperson who serves as his designated go-to for day-to-day questions. Formalize this with scheduled ride-alongs, call observations and regular check-ins. The best learning happens when just-outs can shadow experienced salespeople and debrief what they observed.

■ **Invest in Real Sales Training** — Role-playing exercises are useful, but they are not a substitute for structured sales training. Just-outs need formal instruction in prospecting methodology, discovery questioning, objection handling, LinkedIn outreach and full-cycle sales management.

■ **Define a Weekly Routine** — At this stage, just-outs need structure. Define what a productive week looks like: daily LinkedIn engagement, dedicated prospecting blocks, field time for in-person visits, networking events and sufficient activity to generate meeting targets. Providing this structure is not micromanaging; it is responsible development.

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The Wins Are There to Be Had

Just-outs require more investment up front than traditional entry-level hires, but they bring enthusiasm, coachability and fresh energy that experienced salespeople often lack. The companies that figure out how to properly onboard, train and develop just-outs will build loyal, high-performing sales teams. The companies that treat them like traditional hires will burn through talented young people who deserve better.

The difference is not the people being hired. It is the infrastructure being built to support them. Get that infrastructure right and eager college graduates become productive salespeople more quickly than expected. Get it wrong and you will wonder why these young professionals cannot figure it out. The choice — and the responsibility — belongs to leadership. That is you. ■

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Harrison helps companies navigate the elements of sales on their journeys to success. He offers a free 45-minute Sales Strategy Review. To schedule, visit www.troyharrison.com/ssr. Harrison can be reached at troy@troyharrison.com.

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