

Today's webinar will begin in a few minutes.



*A.I. FOR YOUR DEALERSHIP*

**CEO Juice provides business & artificial intelligence for office technology dealers, including powerful reporting tools like this one:**

[ID281](#) - Customer Retention Rate: "A 5% increase in retention can result in a 50% to 100% increase in profit."

We invite you to join us next week for our webinar reviewing this powerful reporting tool. Please join us at **noon Pacific on Tuesday, Nov. 16.**

**Register today at: [www.bta.org/CEOJuiceWebinar](http://www.bta.org/CEOJuiceWebinar).**

1



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Business training webinar for technology dealerships

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# 15 Signs of a BAD Sales Leader

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COULD YOU RELATE TO ANY OF THESE?

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## 15 Signs of a Bad Leader

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1. Poor communication

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations
5. Managing by fear

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations
5. Managing by fear
6. Unstable emotionally

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations
5. Managing by fear
6. Unstable emotionally
7. Taking credit for wins

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations
5. Managing by fear
6. Unstable emotionally
7. Taking credit for wins
8. No accountability

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## 15 Signs of a Bad Leader

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1. Poor communication
2. Micro-management
3. Playing favorites
4. Unclear expectations
5. Managing by fear
6. Unstable emotionally
7. Taking credit for wins
8. No accountability
9. Poor listening

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12

## 15 Signs of a Bad Leader

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- |                         |                           |
|-------------------------|---------------------------|
| 1. Poor communication   | 6. Unstable emotionally   |
| 2. Micro-management     | 7. Taking credit for wins |
| 3. Playing favorites    | 8. No accountability      |
| 4. Unclear expectations | 9. Poor listening         |
| 5. Managing by fear     | 10. Tolerating mediocrity |

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## 15 Signs of a Bad Leader

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- |                         |                           |                         |
|-------------------------|---------------------------|-------------------------|
| 1. Poor communication   | 6. Unstable emotionally   | 11. Holding people back |
| 2. Micro-management     | 7. Taking credit for wins |                         |
| 3. Playing favorites    | 8. No accountability      |                         |
| 4. Unclear expectations | 9. Poor listening         |                         |
| 5. Managing by fear     | 10. Tolerating mediocrity |                         |

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## 15 Signs of a Bad Leader

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- |                         |                           |                          |
|-------------------------|---------------------------|--------------------------|
| 1. Poor communication   | 6. Unstable emotionally   | 11. Holding people back  |
| 2. Micro-management     | 7. Taking credit for wins | 12. Managing behind desk |
| 3. Playing favorites    | 8. No accountability      |                          |
| 4. Unclear expectations | 9. Poor listening         |                          |
| 5. Managing by fear     | 10. Tolerating mediocrity |                          |

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## 15 Signs of a Bad Leader

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- |                         |                           |                          |
|-------------------------|---------------------------|--------------------------|
| 1. Poor communication   | 6. Unstable emotionally   | 11. Holding people back  |
| 2. Micro-management     | 7. Taking credit for wins | 12. Managing behind desk |
| 3. Playing favorites    | 8. No accountability      | 13. No sales credibility |
| 4. Unclear expectations | 9. Poor listening         |                          |
| 5. Managing by fear     | 10. Tolerating mediocrity |                          |

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## 15 Signs of a Bad Leader

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- |                         |                           |                               |
|-------------------------|---------------------------|-------------------------------|
| 1. Poor communication   | 6. Unstable emotionally   | 11. Holding people back       |
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| 4. Unclear expectations | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear     | 10. Tolerating mediocrity |                               |

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## 15 Signs of a Bad Leader

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- |                         |                           |                               |
|-------------------------|---------------------------|-------------------------------|
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| 4. Unclear expectations | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear     | 10. Tolerating mediocrity | 15. No regular coaching       |

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# We have all been guilty of being on both ends of these.

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## About Derek Shebby

- 17 years with Xerox (GIS), MRC out of California
- Helped grow his local division from \$40 million to more than \$100 million in annual revenue (30 to 500 employees)
- Developed hundreds of sales reps and sales reps and VPs in this industry



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## Agenda

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- The 4 Pillars of Legendary Sales Leadership
- 5 Tips to Becoming a Legendary Sales Leader
- Next steps

# The 4 Pillars of Legendary Sales Leadership

## 4 Pillars of Legendary Sales Leadership

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### 1. Understanding Your Role

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## 1. Understanding Your Role

**Your Role Before**

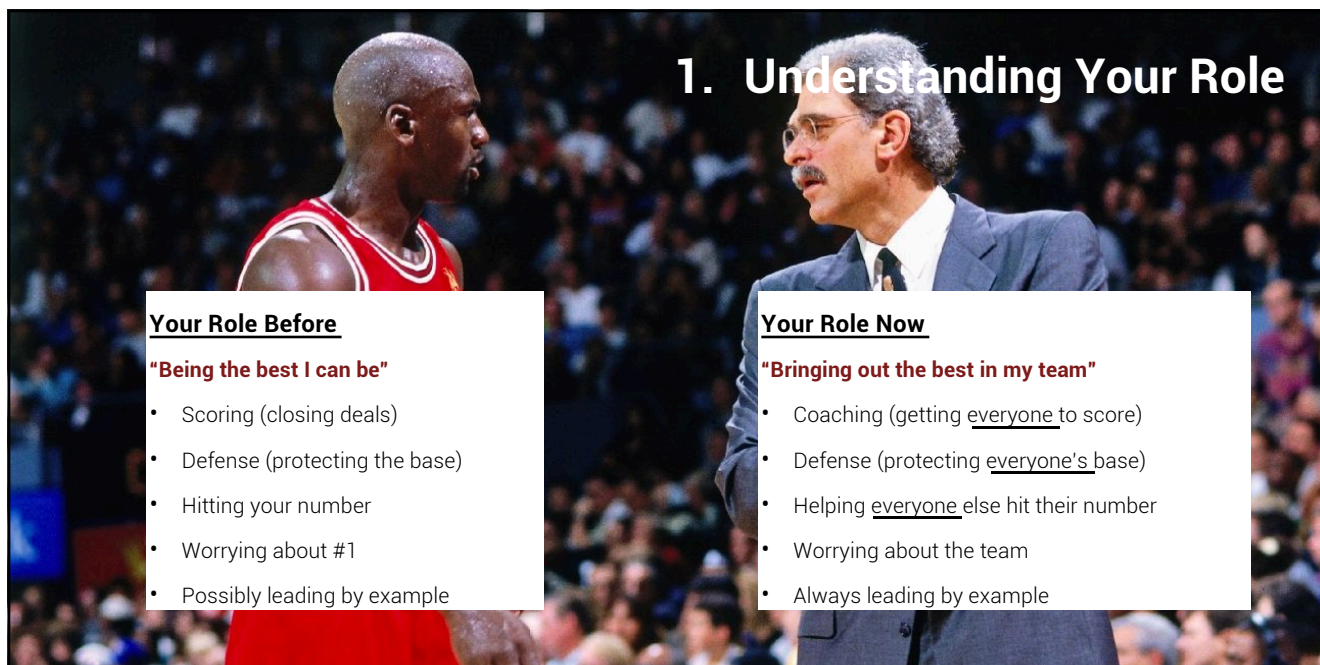
**"Being the best I can be"**

- Scoring (closing deals)
- Defense (protecting the base)
- Hitting your number
- Worrying about #1
- Possibly leading by example

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## 1. Understanding Your Role

**Your Role Before**

**"Being the best I can be"**

- Scoring (closing deals)
- Defense (protecting the base)
- Hitting your number
- Worrying about #1
- Possibly leading by example

**Your Role Now**

**"Bringing out the best in my team"**

- Coaching (getting everyone to score)
- Defense (protecting everyone's base)
- Helping everyone else hit their number
- Worrying about the team
- Always leading by example

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## 4 Pillars of Legendary Sales Leadership

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1. Understanding Your Role

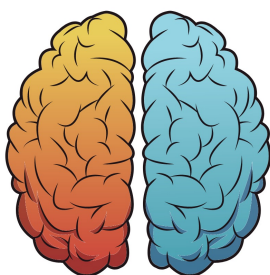
**2. Self Mastery**

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## 2. Self Mastery



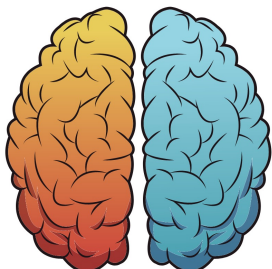
Your subconscious mind controls 95%  
of your life.

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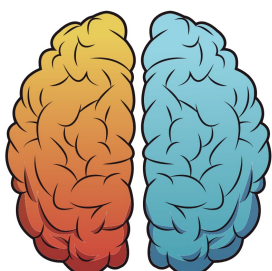
## 2. Self Mastery



Who have you been pissing off?

Your subconscious mind controls 95% of your life.

## 2. Self Mastery

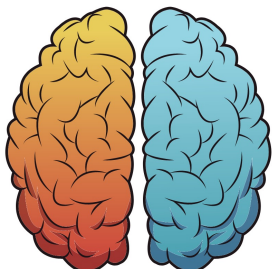


Who have you been pissing off?

How can you best utilize your strengths?

Your subconscious mind controls 95% of your life.

## 2. Self Mastery



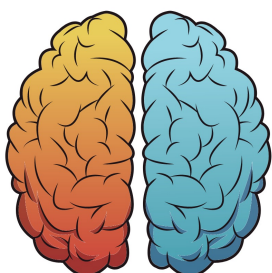
Your subconscious mind controls 95% of your life.

Who have you been pissing off?

How can you best utilize your strengths?

How can you bring out the best in others?

## 2. Self Mastery

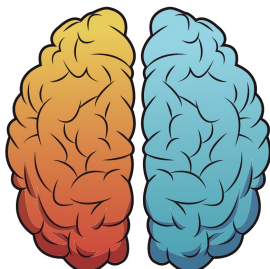


Your subconscious mind controls 95% of your life.

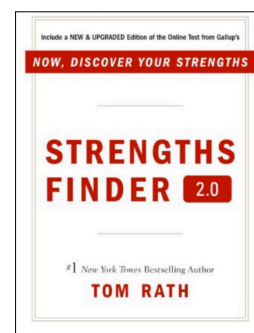




## 2. Self Mastery



Your subconscious mind controls 95% of your life.



## 4 Pillars of Legendary Sales Leadership

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1. Understanding Your Role
2. Self Mastery
- 3. Skill Set Development**

## 3. Skill Set Development

**Your Skills Before**

**The Sales Rep**

- Knowledge of the sales cycle
- Scoring (closing deals)
- Defense (protecting the base)
- Sales Strategy
- Tools / OTI
- Admin

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## 3. Skill Set Development

**Your Skills Before**

**The Sales Rep**

- Knowledge of the sales cycle
- Scoring (closing deals)
- Defense (protecting the base)
- Sales Strategy
- Tools / OTI
- Admin

**Your Skills Now**

**The Sales Manager**

- **Mastery over all of the Sales Rep skills. PLUS**
- Leadership Skills
- Using a Management Process
- Recruiting / Interviewing / Selection
- Onboarding sales people
- Training the sales team
- Coaching for performance

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## 4 Pillars of Legendary Sales Leadership

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1. Understanding Your Role
2. Self Mastery
3. Skill Set Development
- 4. Leadership Moments**

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## 4. Leadership Moments

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**Doing the right thing at  
the right moment**

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## 4. Leadership Moments

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## 4. Leadership Moments

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## Where are the Leadership Moments?

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- |                         |                           |                               |
|-------------------------|---------------------------|-------------------------------|
| 1. Poor communication   | 6. Unstable emotionally   | 11. Holding people back       |
| 2. Micro-management     | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Playing favorites    | 8. No accountability      | 13. No sales credibility      |
| 4. Unclear expectations | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear     | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                               |                           |                               |
|-------------------------------|---------------------------|-------------------------------|
| 1. <b>Clear communication</b> | 6. Unstable emotionally   | 11. Holding people back       |
| 2. Micro-management           | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Playing favorites          | 8. No accountability      | 13. No sales credibility      |
| 4. Unclear expectations       | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear           | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                         |                           |                               |
|-------------------------|---------------------------|-------------------------------|
| 1. Clear communication  | 6. Unstable emotionally   | 11. Holding people back       |
| 2. <b>Trust</b>         | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Playing favorites    | 8. No accountability      | 13. No sales credibility      |
| 4. Unclear expectations | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear     | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                            |                           |                               |
|----------------------------|---------------------------|-------------------------------|
| 1. Clear communication     | 6. Unstable emotionally   | 11. Holding people back       |
| 2. Trust                   | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. <b>Balanced support</b> | 8. No accountability      | 13. No sales credibility      |
| 4. Unclear expectations    | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear        | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                          |                           |                               |
|--------------------------|---------------------------|-------------------------------|
| 1. Clear communication   | 6. Unstable emotionally   | 11. Holding people back       |
| 2. Trust                 | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Balanced support      | 8. No accountability      | 13. No sales credibility      |
| 4. <b>Accountability</b> | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by fear      | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                             |                           |                               |
|-----------------------------|---------------------------|-------------------------------|
| 1. Clear communication      | 6. Unstable emotionally   | 11. Holding people back       |
| 2. Trust                    | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Balanced support         | 8. No accountability      | 13. No sales credibility      |
| 4. Accountability           | 9. Poor listening         | 14. No regular skill training |
| 5. <b>Managing by goals</b> | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Holding people back       |
| 2. Trust               | 7. Taking credit for wins | 12. Managing behind desk      |
| 3. Balanced support    | 8. No accountability      | 13. No sales credibility      |
| 4. Accountability      | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by goals   | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Holding people back       |
| 2. Trust               | 7. Giving credit away     | 12. Managing behind desk      |
| 3. Balanced support    | 8. No accountability      | 13. No sales credibility      |
| 4. Accountability      | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by goals   | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Holding people back       |
| 2. Trust               | 7. Giving credit away     | 12. Managing behind desk      |
| 3. Balanced support    | 8. Taking ownership       | 13. No sales credibility      |
| 4. Accountability      | 9. Poor listening         | 14. No regular skill training |
| 5. Managing by goals   | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Holding people back       |
| 2. Trust               | 7. Giving credit away     | 12. Managing behind desk      |
| 3. Balanced support    | 8. Taking ownership       | 13. No sales credibility      |
| 4. Accountability      | 9. Open & Active listener | 14. No regular skill training |
| 5. Managing by goals   | 10. Tolerating mediocrity | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Holding people back       |
| 2. Trust               | 7. Giving credit away     | 12. Managing behind desk      |
| 3. Balanced support    | 8. Taking ownership       | 13. No sales credibility      |
| 4. Accountability      | 9. Open & Active listener | 14. No regular skill training |
| 5. Managing by goals   | 10. Getting 1% better     | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Letting people grow       |
| 2. Trust               | 7. Giving credit away     | 12. Managing behind desk      |
| 3. Balanced support    | 8. Taking ownership       | 13. No sales credibility      |
| 4. Accountability      | 9. Open & Active listener | 14. No regular skill training |
| 5. Managing by goals   | 10. Getting 1% better     | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Letting people grow       |
| 2. Trust               | 7. Giving credit away     | 12. Side by side coaching     |
| 3. Balanced support    | 8. Taking ownership       | 13. No sales credibility      |
| 4. Accountability      | 9. Open & Active listener | 14. No regular skill training |
| 5. Managing by goals   | 10. Getting 1% better     | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                               |
|------------------------|---------------------------|-------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Letting people grow       |
| 2. Trust               | 7. Giving credit away     | 12. Side by side coaching     |
| 3. Balanced support    | 8. Taking ownership       | 13. Regularly shows skills    |
| 4. Accountability      | 9. Open & Active listener | 14. No regular skill training |
| 5. Managing by goals   | 10. Getting 1% better     | 15. No regular coaching       |

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## 4. Leadership Moments

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- |                        |                           |                                       |
|------------------------|---------------------------|---------------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Letting people grow               |
| 2. Trust               | 7. Giving credit away     | 12. Side by side coaching             |
| 3. Balanced support    | 8. Taking ownership       | 13. Regularly shows skills            |
| 4. Accountability      | 9. Open & Active listener | 14. <b>Prioritizes skill training</b> |
| 5. Managing by goals   | 10. Getting 1% better     | 15. No regular coaching               |

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## 4. Leadership Moments

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- |                        |                           |                                |
|------------------------|---------------------------|--------------------------------|
| 1. Clear communication | 6. Cool under pressure    | 11. Letting people grow        |
| 2. Trust               | 7. Giving credit away     | 12. Side by side coaching      |
| 3. Balanced support    | 8. Taking ownership       | 13. Regularly shows skills     |
| 4. Accountability      | 9. Open & Active listener | 14. Prioritizes skill training |
| 5. Managing by goals   | 10. Getting 1% better     | 15. <b>Consistent coaching</b> |

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Getting Ready for Leadership Moments

# 5 TIPS to Becoming a Legendary Sales Leader

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#1

## Be Ready For Your Day, Before It Starts

5 Tips to Becoming a Legendary Sales Leader

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#1

## Be Ready For Your Day, Before It Starts

- Could you imagine doing admin forms in front of a customer?
- Your salespeople are your major accounts...your biggest customers!
- Don't allow yourself to be distracted.
- Do your preparation and admin work the day before so you can focus on your people.

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#2

## Keep Your Objectives S-I-M-P-L-E



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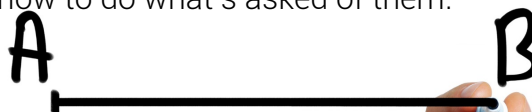
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## #2

## Keep Your Objectives S-I-M-P-L-E

- EXECUTION is the goal.
- Make sure everyone knows how to do what's asked of them.
- Clear out any roadblocks
- Break activities into smaller steps if they are too complicated
- Celebrate the little wins along the way
- Focus on being their side by side with your team.
- How can everyone succeed?



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## #3

## Keep Your Team Doing “The Right Things”



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## #3

## Keep Your Team Doing “The Right Things”

- Distractions are everywhere and they are attractive!
- Ensure everyone is moving in the same direction by having clear goals and expectations for the day.
- Get involved, be a part of the doing the activities for the day to lead by example.
- Think ahead on what each reps focus for the day is and meet with them to make certain they are achieving the objective.



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## #4

## Commit Yourself to Being The Coach



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#4

## Commit Yourself to Being The Coach

- *“Teach a rep to fish versus give a rep a fish.”*
- Teaching moments are every day...but require prep.
- Determine the skills of your team and get them 1% better.
- Role play, Role play, Role play...Everything!
- Build up their confidence and sell the dream!



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#5

## Never Give Up On Your Salespeople



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#5

## Never Give Up On Your Salespeople

- Take accountability for your salespeople.
- Keep fighting until you reach them.
- The more challenging = The more time side by side in the field for you
- Don't forget the moments when you were a salesperson and you wished someone would go out of their way to help. This is your chance.
- You need to help them believe in themselves. Get them a win!

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## The 5 Tips To Becoming a Legendary Sales Leader

#1

Be Ready For Your Day, Before It Starts

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## The 5 Tips To Becoming a Legendary Sales Leader

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#1 Be Ready For Your Day, Before It Starts

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## The 5 Tips To Becoming a Legendary Sales Leader

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# Where can I go for more information?

Legendary Sales Leadership | BTA Webinar November 2021

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## Next Steps

[www.modernsalestraining.com/bta](http://www.modernsalestraining.com/bta)



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3

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74