



Create a Foundation for Success

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The Great Divide



“Think of the Sales Process, like you would a sales trip involving a series of connecting flights. If you miss one of your connections, or steps, along the way you end up never reaching your final destination...”

David Pohlman

The Sales Process



Biggest Opportunity

Uncovering Needs

- WHAT the customer wants
- WHY they want it
- WHAT is creating the need



5



Vacation

- I have 3 needs
- Ask questions to uncover needs
- What, why, circumstances

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Your Sales System



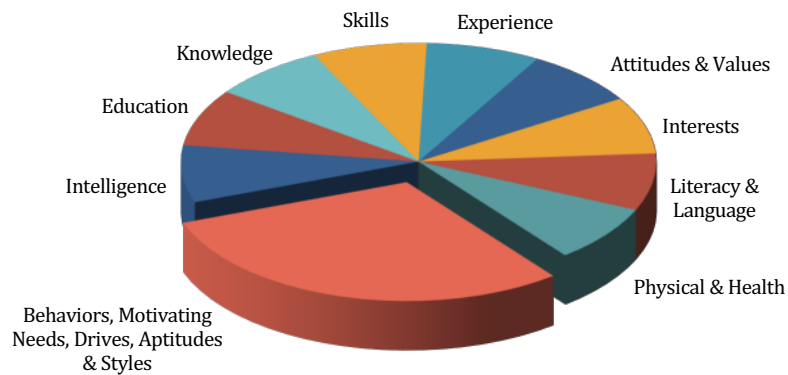
Hiring

Know what you're looking for

- *Funnel questions*
- *Behavior based interviewing*



Know What You're Looking For



Experienced Reps

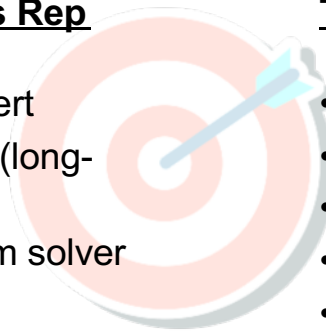
- Phone screen – goal/attainment?
- Funnel Questions
 - Sales process
 - Goal at each step
 - Quantify
 - Examples
 - Role play



Know What You're Looking For

Consultative Sales Rep

- Resourceful Expert
- Goal Orientation (long-term/customer)
- Proactive problem solver
- Detail orientation
- Subdued behaviors



Traditional Sales Rep

- Relationship Oriented
- Goal Orientation (short-term)
- Reactive problem solver
- Details a necessary evil
- Pronounced behaviors

Use Behavior Based Interviewing

- Past performance is a predictor of future
- Questions that elicit stories
- Evaluate answers

Step 1: *Explicitly define the success criteria you want to measure*

Step 2: *Create Behavior Based Interview Questions*

Step 3: *Objectively evaluate how closely the answers elicited align with the criteria you are measuring*

Use Behavior Based Interviewing

Step 1: *Explicitly define the success criteria you want to measure*

Proactive Problem Solving

- They anticipate potential problems, look beyond the obvious, and do not stop at the first answer
- Seeks to understand the underlying reasons for problems by asking effective questions and demonstrates superior listening skills
- Able to quickly connect the dots and find an appropriate solution to needs

Use Behavior Based Interviewing

Step 2: *Create Behavior Based Interview Questions*

- They anticipate potential problems, look beyond the obvious, and do not stop at the first answer
 - Seeks to understand the underlying reasons for problems by asking effective questions and demonstrates superior listening skills
 - Able to quickly connect the dots and find an appropriate solution to needs
1. **Tell us about a time when you saw a potential problem in the customer's environment before they did. What happened?**
 2. **Tell us about a time when you had a difficult time figuring out what a customer's need was. How did you go about gaining clarity?**
 3. **Describe a specific problem you solved for your employer or a customer. How did you approach the problem? What role did others play? What was the outcome?**

Use Behavior Based Interviewing

Step 3: *Objectively evaluate how closely the answers elicited align with the criteria you are measuring*

Ask...

1. Tell us about a time when you saw a potential problem in the customer's environment before they did. What happened?
2. Tell us about a time when you had a difficult time figuring out what a customer's need was. How did you go about gaining clarity?
3. Describe a specific problem you solved for your employer or a customer. How did you approach the problem? What role did others play? What was the outcome?

Listen...

- They anticipate potential problems, look beyond the obvious, and do not stop at the first answer
- Seeks to understand the underlying reasons for problems by asking effective questions and demonstrates superior listening skills
- Able to quickly connect the dots and find an appropriate solution to needs

Assess...

1	3	5
– Encounters problem and hands it off to others	– Encounters problem and thinks through some alternatives for solving it	– Anticipates potential problems
– Does not treat problem with a sense of urgency	– Treats problem with a sense of urgency	– Looks beyond the obvious and doesn't stop at the first answers
– Blames others for the problem		– Understands underlying reasons for problem by asking effective questions
		– Demonstrates superior listening skills
		– Able to quickly connect the dots and find an appropriate solution

Job Design and Enablers

- *Expect & Enable*
- *Provide time and resources*



Expect and Enable



Building Blocks to Success – start with a solid foundation!

Provide Time and Resources



Onboarding Program Development: Using the Building Blocks to Success model you may consider laying out a training program that addresses each block. For example:

Week 1 Training Plan						
Timing	Element	Taught By	Resources	Duration	Outcome	Learning Block
Day 1	Welcome <ul style="list-style-type: none"> - Tour - New Hire Paperwork - Benefits Overview - Policies & Procedures Overview 	Leader HR	New Hire Checklist Employee Handbook	2 hours		Company Approach and People
Day 2	Company Website <ul style="list-style-type: none"> - High Level Overview - Self Study, prepare for presentation 	Leader Self	Review Corporate Website	30 minutes 2 hours	Present company overview using website	Company Solutions (HLO)

Leadership

- *Reinforce the right behaviors*
- *Influence and inspire action*



Reinforce the Right Behaviors

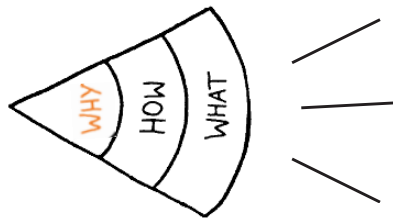


Build a Coach's Observation Form

Effective feedback is specific. In your role as provide effective feedback. Then debrief and share insight into:

1. What did the sales representative do well? Be specific.
2. Ask the Sales Representative, "*What do you feel you struggled with?*"
3. Cite specific examples of the sales person's strengths in applying the skills.
4. Make suggestions for improvement in applying the skills.

Influence and Inspire Action

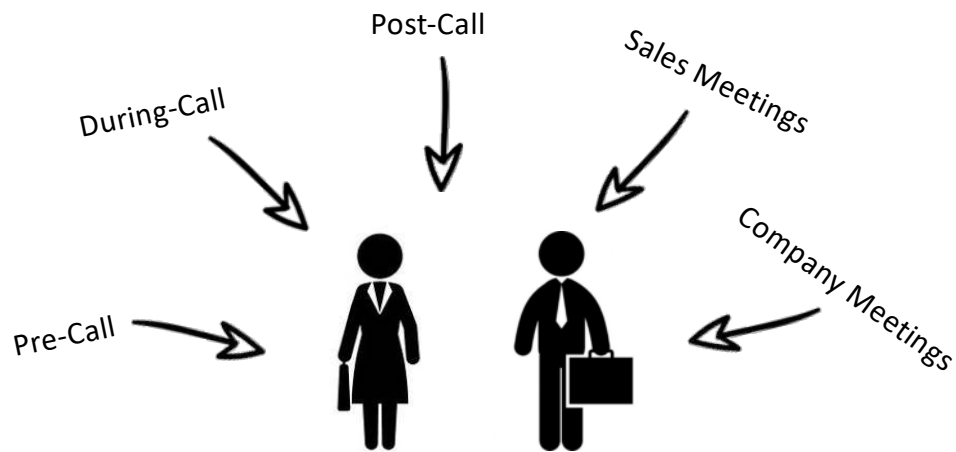


Communication

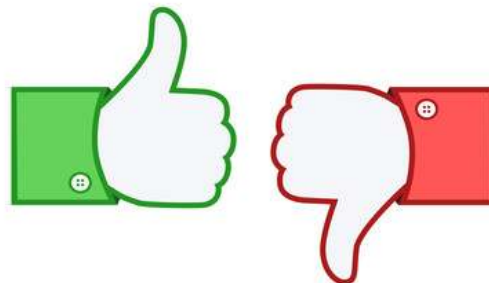
- *Relentless messaging*
- *Share stories of successes and failures*



Relentless Messaging



Share Stories of Success and Failures



Rewards and Recognition

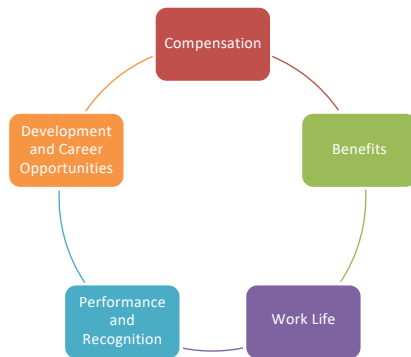
- *Promote*
- *Track and reward*



Promote



Track and Reward



1. Develop a total rewards strategy
2. Get reliable market data
3. Develop target payout
4. Involve the right people
5. Reward the right behaviors and consider the negative impact
6. Formalize plan in writing; include examples
7. Keep it simple
8. Automate whenever possible
9. Review annually but try to keep changes to a minimum
10. Communicate, communicate, communicate!

Working Together



- Hire in but no formal onboarding of processes and skills
- Leadership coaches and mentors but no incentive
- Communicate importance but don't provide measures of accountability



Thank You!

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Questions?