



Introduction

Sales leaders and company leaders need inspiration and ideas. That's what this book is about.

Success in business growth is rewarding and yet also can be challenging.

We encourage you to also visit the www.WomenSalesPros.com website for a blog about sales and leadership ideas, profiles of experts, and our new weekly “sales leader showcase” posts.

Reach out to any of the sales leaders in this book for more insight on ways you can grow revenue, accelerate revenue, and grow your people.

Many thanks to Janice Mars of SalesLatitude for her assistance in the creation of this publication.

Lori Richardson

PRESIDENT, WOMEN SALES PROS

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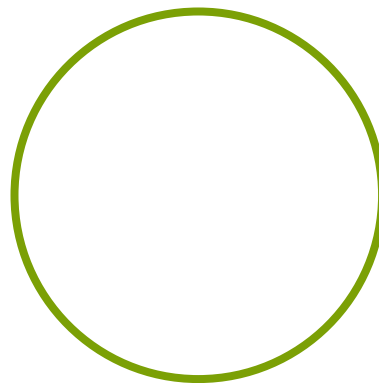
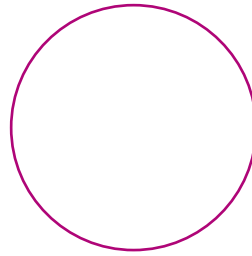


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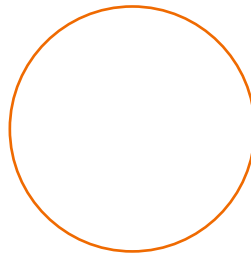
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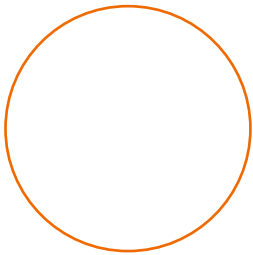
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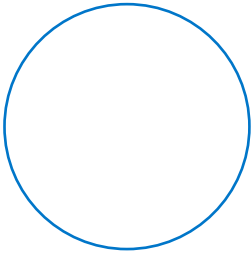
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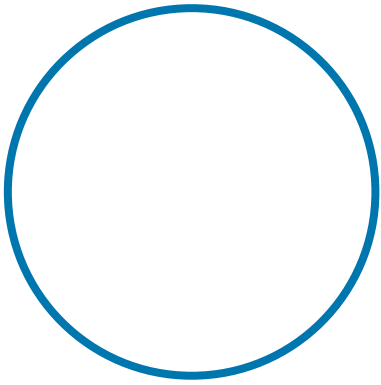
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RECRUIT_



Prompting Employee Referrals

Employee referrals are generally the best source for candidates. The trouble is that most teams aren't generating enough of them to fill the open requests.

Even organizations offering comparatively generous rewards (\$1K+ for a new hire) suffer from a lack of candidates. The problem is that while cash is attractive, reps are too busy to focus on activating passive candidates in their own networks.

HubSpot's Mark Roberge shared the following approach with me. "This is what I call the forced referral. When a new employee had been in the role for three or six months, I'd say, 'Okay Trish, you're settled into HubSpot now. I'm going to send an invite tomorrow to sit down together for 20 minutes, and go through people you might know. Tonight I'm going to go through your LinkedIn connections, all of them, and I'm going to find people in Boston that are earlier in their career at good companies. I'm going to build a list, and tomorrow we're going to go through that list together.' Then at the meeting, I show up with a list of names and my reps would take a look and say, 'Why didn't I think of these people?'"

Your reps share an inside track you can't get from LinkedIn or a resume. That inside scoop can separate "They are awesome!" from "They're a bit of a nightmare." Either way you walk out with intel you couldn't gain otherwise and your rep gets a great referral fee.

Prompting referrals may just become your best source of candidates.



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Sales Development

Inside Sales

SaaS



How To Uncover Quota-Busting Salespeople Before You Hire Them

Salespeople who are agile learners are your future quota-busters. Their ability to *quickly* assimilate new information, pick up new skills, respond to evolving situations and find new options will make them rise to the top of your leaderboard.

Here are **three ways to identify agile learners** in your interview process:

1. Ask about a deal they *lost*. Get a good overview, then ask:

- Why do you think you lost?
- What could you have done to prevent it?
- What did you learn?

Unless a salesperson learns from a loss he's doomed to repeat it.

2. Find out what they're doing for professional development. Ask:

- What's the most recent sales book you've read that's impacted your sales? How?
- What blogs, podcasts and webcasts do you read/listen to? What are you learning?
- What professional development have you personally invested in lately?

Agile learners always strive to get better. They want to deepen their expertise and enhance their skills.

3. Uncover what they're learning outside of work. Ask:

- Are you involved in any special projects outside of work that challenge you?
- What are you learning and how you're figuring things out?
- What challenges have you run into? How are you overcoming them?

Agile learners tackle interesting projects outside of work that requires them to step out of their comfort zone, expand their knowledge and try new things.

To net it out, if you want to hire a quota-buster, find an agile learner who'll work hard. It's a powerful one-two combo.



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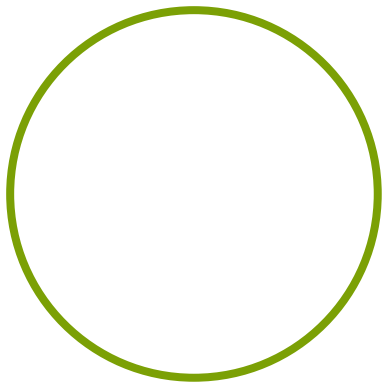
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Selling to Big Companies

Fresh Sales Strategies

Keynotes





RETAIN



The Secret to Creating and Keeping Good Salespeople

Retaining sales talent is critical to both business success and personal success as a sales manager. These three factors help engage and motivate salespeople to give 100% every day:

- 1. Hire for “fit”** – Not all sales jobs (even with the same title) are alike. A strong past history of sales success - especially with a different company, culture or boss – won’t guarantee your new employee will continue to be a star performer in your company or with you. It’s important to know and hire what works in your job – for your company – and your style as a manager.
- 2. Know your salespeople as individuals** – Offering mentoring, feedback and direction is important to all employees - especially millennials, who make up 35% of today’s workforce, and 75% by the year 2025. Personal development plans should not only identify and help with things getting in the way of sales success, but also support and grow natural sales talent.
- 3. Equip yourself to lead and motivate** – Management is not a "one-size fits all" concept so continue to learn to better lead and motivate. Employees usually don’t quit because they want to leave a company. *“People join a company . . . and leave a boss.”*

Employee assessments are the secret weapon to accomplishing these 3 things – to help beat your competitors and grow sales by retaining salespeople who love what they do, enjoy who they work with, and respect who they work for.



JENNIFER LEAKE

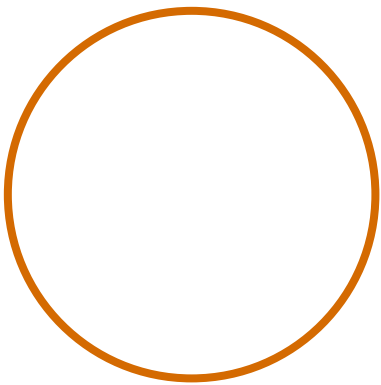
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Assessments

Hiring

Employee Engagement





INSPIRE_



Inspiration to Insights

High level buyers want to talk to people who know more than they do. They hunger not for information but insight.

A big gap in training is helping your reps gain business acumen and learn how to use their knowledge to improve the value that they can bring to a C-level buyer.

Does your team know the corporate strategy, goals, and key initiatives of their prospects? How does the work of their specific buyers relate to corporate? What part of that mix are they responsible to deliver?

Here's how to coach your team to gain and apply new industry and customer knowledge:

- Share your industry knowledge and ask them compelling questions to find answers to, such as "What are the key market trends in the consumer telecom market?"
- Coach them to spend 10 minutes a day on the Internet--start by Googling, "How can I learn about (the telecom) industry?"
- Make sure they can locate their big customers' SEC reports and find the 10-K management discussion to learn the corporate strategy and goals.
- Invest in an online market research subscription.
- Point your team to the US Department of Commerce site bea.gov, for free business economic analysis in all industries

Spend some sales meeting time at least every two weeks discussing the links between their business knowledge and customer conversations. That's the kind of preparation that will help them gain insights into their key customers' business strategies, industry status, and market directions. Better conversations with higher-level buyers!



Large Account Sales

Global Customers

Sales Process

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The Emotionally Intelligent Sales Manager

Emotional intelligence and sales are usually not even put in the same sentence. Sales management professionals often confuse emotional intelligence with being soft and a push over—two traits that are not going to accelerate sales results.

It might be time for a reality check. Emotional intelligence has been taught in the leadership world for years. And there is a substantial amount of research showing that EQ is a key factor for success in effectively leading a team.

Emotional Self-Awareness is a key skill for effective leadership. In the words of Socrates, “Know thyself.” It might be time to ask yourself the tough question: Am I the problem?

Emotionally intelligent sales managers take time to reflect on how they show up every day with their team.

For example, are you really paying attention when meeting with members of your sales team. I have had more than one salesperson tell me that he or she doesn't go to their manager for advice because, well, the sales manager just can't seem to quit checking email or taking phone calls (it's the equivalent of someone holding up a newspaper as you are talking to them.) As a result, the salesperson doesn't feel important, quits asking for advice and expertise and skills don't grow. Neither do sales.

Make a decision to be present when meeting with members of your team. Put away your smart phone, close the door and put your phone on do not disturb. Treat your salesperson like you would treat your most important customer---because he is! Make a decision where you want to be.

Got EQ? Soft skills, emotional intelligence skills, do produce hard sales results.



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Consultative Sales Training

Emotional Intelligence

Sales Prospecting Training



The Inspired Sales Leader

Sales today is less about making contact, spilling the content of our solution onto the buyer's desk, and then getting the contract signed. It's more about embracing a level of conviction that screams authenticity and realness, whilst having business conversations that spread a bigger, more relevant message to help you stand out and contribute more to your client's business growth. It's redefining the ABC's of selling from 'Always Be Closing' through 'Always Be Connecting' to 'Always Be Contributing'.

Contribution, like charity though, must begin at home.

Leaders, get to know your people. Really know them! What made them decide to work for you? What are their personal goals, their personal values and their personal drivers? How can you leverage these to strengthen your business drivers? What do they want in a business relationship with you? Discover these and more and watch your results shift.

Close business and Connect, but always Contribute.



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Leadership

Prospecting

Personal Branding



Salespeople Need to be Encouraged to Slow Down and do Things With More Purpose. That's One of the Most Effective Ways to Produce More Sales.

Many sales managers and sales people believe the busier they are, the more sales they will produce. They think they need more sales calls, more quotes, more to offer. That's just not true. A sales person really needs to be able to do things with more attention to what's most valuable for the sale.

This can only be done by slowing down and doing things with purpose and intentionally. It will automatically take you out of the speed lane allowing you to take your foot off the gas where thinking becomes crystal clear. When you do things with intention it allows you to focus on a solid plan and a clear roadmap for increasing sales. It allows you the time to analyze where you are going and what you are going to do for each and every appointment to GET A SALE. It takes you off automatic pilot where everything is a priority.

Setting intention allows you to know what your goals are for each meeting and how to move the sale along. It slows your mind down so you can ask the right questions, listen intently and be in the moment to show your client your true nature, which is to get them exactly what they need. Wasted time by guessing and assuming are gone!

It will change the whole dynamic of your sales process if you do things with more intention and the results will reflect it.



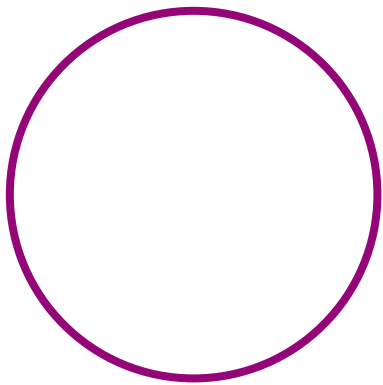
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MOTIVATE



What Can You do to Motivate Your Sellers to Succeed?

- **Help them get to where *they* want and need to go.** Your goals are not as important as theirs. The company's focus is not as important to them as much as how it gets them to where they want and need to be.
- **Coach them through conversations;** not edicts, lectures, and emails. Taking the necessary time and energy to coach your sellers will yield greater dividends than trying to tell, sell, or coerce them to action or commitment.
- **Determine the individual motivators** that energize each person to high activity levels. Many people are motivated by feeling valued and valuable; others through concrete rewards of money and materials.

Ask by starting with a statement of intent:

"Terry, I want to help you succeed. Help me understand how I can support you..." followed by:

1. What makes your work meaningful and satisfying?
2. How do you like to be rewarded for a job well done?
3. When you succeed, what is your preferred way of being recognized?
4. What makes you feel valuable at work?
5. How does your work support the things that are most important to you outside of work?
6. When you need to "dig in" and find a way to get things done, to act on our initiatives, how do you find the energy? Where do you pull the energy from?

To sum it up: Queue up motivated sellers by finding out what they need, and then give it to them.



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Sales Conversation Skills

Sales Enablement Solutions



Prospect, Don't Discount

Fourth quarter often inspires sales leaders to offer their salespeople discount opportunities in hopes of closing more sales. But discounting under duress not only encourages prospects to wait to make decisions throughout the year, and simultaneously devalues your sales team.

Rather than relying on discounts to finish the year strong, encourage your team to look under every rock for new opportunities: proposals that didn't close and leads that stalled earlier in the year. Consider prospects they lost, and even leads they never called. Fill the funnel so discounting isn't necessary if prospects are holding off on decisions.

Remember that January is right around the corner. Encourage your reps to set themselves up for a fast start to the new year by continuing to carve out time for prospecting thru December. They'll uncover last minute wins for this year, and exciting new opportunities for next year.

If the funnel is full, your reps don't have to discount to make their number. Strategize with them on how to do just that.



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Lead Generation Strategy

Lead Generation Content Creation

Sales Prospecting Training



The Why Behind The What

Motivation is a completely personal thing. Every individual on your team is motivated by something different.

Motivation is the Why behind their What. It drives the salespeople on your team as they choose what to do (as well as, what not to do).

Every individual on your team is motivated to achieve something, even when you don't understand their motivation. Sales success motivation isn't necessarily about money.

Although, many times sales managers and leaders default to money as the motivator they talk about, what that money provides is actually more important to the salespeople on their team.

Regardless if the salesperson views money as; financial security, paying off debt, buying a treasure, or taking a trip – the money isn't important to that salesperson. What they GET from the money is what they care about.

In fact, you will probably be surprised by some of the things that motivate your salespeople.

If you haven't already – you need to have a conversation with each salesperson on your team to uncover their intrinsic motivators.

- Begin by asking, "What do you want out of your sales career?"
- Follow-up with, "Why do you want insert their vision here?"
- Then ask, "What will that get you?" for their answer
- And again, "What would insert their answer get you?"
- Over and over again, continue to ask what they will get from that result, until there is NOTHING else.

Knowing each salesperson's motivators will allow you to inspire the people on your team to motivate themselves.



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*Inside Sales Training
Coaching Salespeople
and Managers*



Reward and Encourage

When company leaders think about motivation, usually the salesforce comes to mind – and for good reason. Keeping this group incited and inspired drives more closed deals. These same leaders often forget about those steering the sales effort: the sales managers, directors, and VP's of Sales. They need motivation too!

Think about it. Sales leaders cheer their sales reps on through the grind of sales: endless calls, follow-ups, and rejection. They celebrate the victories and feel the losses.

Sales chiefs were once sales reps, and talented ones at that. They haven't lost their money motivation. A large bonus check still validates all the hard work. Alongside monetary rewards, sales executives get excited by opportunities to invest in their career.

As a reward for surpassing their goal offer:

- Coaching sessions with a sales management coach
- Attendance at a sale leadership conference
- Participation in a training and development program

Both company *and* sales leaders worry about their being unavailable, even for a brief period of time. So they often pass on these valuable opportunities to increase their expertise. That's a shame. Sales leaders come away from the experience:

- Informed about new ideas / technology / skills
- Invigorated by thought-provoking conversations
- Equipped with suggestions for solving problems
- Excited by sharing challenges and solutions with peers

Reward and encourage leaders. They return refreshed, more enthusiastic and appreciative of the opportunity to improve their skills.



SUZANNE PALING

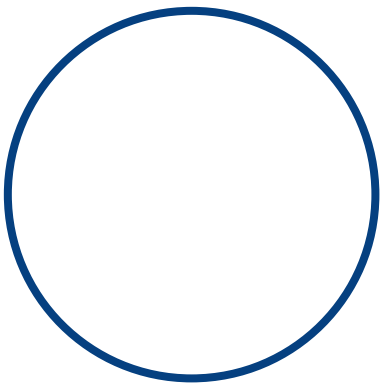
SALES MANAGEMENT SERVICES

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Sales Management Coaching

Sales Management Consulting





LEAD



Lead Your Team with Metrics and Measurement

It is not good enough anymore to use “gut-feel” and best guesses to build and grow your sales team, especially when there are tools to help you make solid decisions based on predictable results. Do you have a methodical approach to find candidates, assess them, and make better decisions on whether they would be an asset to your company or not?

Think how much time and dollars you would save if you did this ONE thing to improve your sales force.

If you haven't figured this out, you should. As a sales leader, I reflect back now and realize I never was better than 50% accurate in predicting who would succeed and who would not. Today I use tools and a methodology that predicts success nearly ALL of the time. It has changed everything about how we train and coach every client's team we work with.

The “people” piece of your sales team is critical for success and sales acceleration. Bring on the wrong reps and it can spread and fester throughout the team. Keep underperforming reps and it can drop morale among the others like nothing else can.

Visit www.scoremoresales.com/WSPLead to benchmark your team and get 10 ideas to immediately improve your success. Not changing what you are doing and expecting better results IS insanity.



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SCORE MORE SALES
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Sales Force Evaluation/Improvement

Sales Leadership Development

Sales Prospecting



Leading others starts with your decision to lead yourself first. Take a good look in the mirror. Observe the biases and baggage preventing you from developing into a Business Person of Worth. Your persistent dedication to your perpetual “issues” are the Elephants in Your Room. You won’t move forward until and unless you understand what is holding you back, and why you hold yourself back at all.

You wrestle with Self Worth, don’t you?

Self-belief is the most important attribute in leadership. Self-belief is your beacon that others follow. When you let your own light shine, you ignite others to reflect on their own possibilities. In turn, they elect to give themselves the same permissions. Together you emerge from the darkness into the light of clarity of purpose and commitment.

Leading others continuously tests your courage to assume risk, take chances, and test uncharted waters. Leading others allows you to ask yourself, and each other, “Why not?” rather than remain fettered by the question: “Why at all?”

Leading others provides the perspective to reflect and assess. Leading others allows you to see humor and irony in choosing to follow a path which was in front of your face for so long, yet seemed so daunting a route. Now the footsteps you follow are clear.

Lead yourself first. Make that leap in personal faith. The difference you make to yourself and others is immediately palpable. Your leadership becomes your second skin. It becomes your mantra for continually striving for professional clarity.

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Strategy

Growth

Leadership



Drive Positive Change by Doing This One Thing

Everyone knows that leadership needs to mimic the right behaviors for any organizational change to be successful. How can your organization be sure top-down changes take hold and get results?

First, everyone has to know what is important and why.

Throughout our lives, we make decisions on what's important or not so we know where to focus our time and attention. As kids, we're *told* what's important — looking both ways when crossing the street, not talking to strangers, letting your parents know where you are, that sort of thing. What's not as important — keeping your room clean, being nice to your sister. And we learn the difference because of how it's communicated to us and by way of example.

It's no different in the business world. Leadership needs to prepare for and manage change, and then **reinforce it**. They must first tell their people what's important and why. Then they need to walk the walk and talk the talk; they need to actually **partake and engage in the change**.

Otherwise, the importance of the change will not reach everyone. If it doesn't reach everyone, then it doesn't work.

Now I know there is much more to change management than leadership mimicking the right behaviors. However, if leadership feels it's an important change and everyone understands, then everyone will follow. I realize this one thing may not help with all aspects of change management, but it sure gets you in the right direction.



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Sales Process

Large Account Development

Leadership Coaching



Leveraging The Leadership Qualities Within Your Team

As a sales leader you are expected to be a visionary, strategist, coach, advisor and communicator. Try to do this alone and you'll burn out and weaken your team. Leverage the leadership qualities within your team to grow your numbers faster and with less effort. Here are three powerful and often overlooked ways to do this:

Leverage the leadership talent within your team. For example, if Jane is a superstar calling at the C-level, ask Jane to lead a session on executive calling at the next sales meeting. Or arrange to have weaker reps shadow Jane on calls. Both Jane and the novice rep will grow in the process.

Leverage your reps' daily face time with prospects and customers. Teach your reps to execute their strategic role of gathering market intelligence i.e. market trends, evolving buying processes and preferences, competitive activity. Have a process for sharing so others on the team may use this valuable market data to support prospecting activity, marketing strategy and account growth.

Leverage peer success. If you want to galvanize others into action leverage this free motivational tool by providing a process to proactively encourage reps to share success stories. And while sharing results is important, the real benefit resides in communicating the specific actions and behaviors that led to the positive outcome.



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Shifting How Sales Pros Think

Intelligent Prospecting

Influencing Skills



3 Ways to Increase Your Revenue 3x in 3 Weeks

Every top performing sales manager is interested in the secret sauce to guarantee an increase in sales revenues. It's your lucky day and I'm offering you – at no charge - 3 ways to guarantee your team will meet and exceed sales quotas. It works every time!

1. Field Ride Alongs

In order to manage sales it's important to observe what sellers are doing. How can you possibly coach someone if you aren't observing? Would a 3rd baseman coach give advice to his 3rd baseman on how to do better if he never watched him in action? Start watching the action!

2. One-On-One Coaching

One-on-one coaching sessions aren't to ask what anyone's sold for you lately. These one-on-ones discover the actions being taken to meet business and personal goals, the barriers that may be in the way of success and collaborate to explore how to remove the barriers for greater success. These one-on-ones inspire, motivate and build people.

3. Skill Building Sales Meetings

Pretend you are the coach of the championship team going to the championship final. You'd motivate, coach and build skills on a daily basis, wouldn't you? Use 30 minutes each week to engage, energize and equip your sellers to sell more each day. High-impact skill boosting sales training meetings get sellers from knowing to doing and gain you an award winning sales team.

These three ways may take you out of your comfort zone, yet it's worth it if you want increased revenues in only 3 weeks!



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30 MINUTE SALES MEETINGS
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Sales Training

Sales Management Training

"Done-For-You" Sales Training



What to do Right After a Big Win

Great news, your seller has won the sale – a big one! Is it time to move on to the next sale? Not so fast. The best next step, often overlooked, is a retrospective meeting with your new customer. A retrospective is an opportunity to look back and debrief the buying and selling process. It's important to clearly understand those sales activities that were most effective in the customer's eyes as well as those strategies that missed the mark.

Just a Few of the Benefits

- Your customer will appreciate your proactive approach and the opportunity to offer feedback.
- Since the sale is behind you, but still fresh in everyone's mind, it's a perfect time to validate decision criteria, the decision process, win themes™ and so much more.
- Retrospectives are a golden opportunity for sales leaders to gain insights that will help their sellers learn and grow.
- Win retrospectives are a great chance to ask for a referral and/or reference.

What about Losses?

But wait; are retrospectives only appropriate in win situations? Absolutely not. Retrospectives are equally critical for losses. Even though it's hard to hear, you will learn about why your sales person fell short or failed to measure up to your competitors.

In Conclusion

Retrospectives are most effective when done by the sales manager or someone not emotionally tied to the sales process. They also offer an opportunity for the sales manager to demonstrate leadership and stay customer connected.



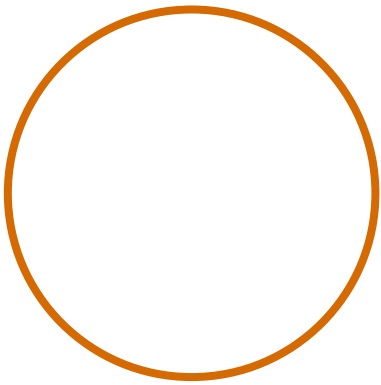
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Critical Deal War Room Consulting
Strategic Account Dev Training
Account Coaching





NEGOTIATE



Negotiate Value - Not Just Price

Are you fed up with haggling over price when you know that there are many ways your organization offers value to its customers? Having worked with both suppliers and customers, I can say that everyone—even purchasing and contract professionals—is tired of haggling over price. They want value.

Getting to We: Negotiating Agreements for High Performing Relationships identifies four categories of value that customers recognize, can quantify and care about.

Decreased costs – Costs are constraints that prevent either the customer or supplier from achieving its goals. Decreasing costs are equally important to the customer and the supplier.

Decreased risk – A risk is the possibility that something negative will happen. The value of the risk depends on the degree of negative impact and the likelihood of the risk materializing.

Increased opportunity – An opportunity is the possibility that something positive will happen. The value of the opportunity depends on the degree of positive impact and the likelihood of the opportunity materializing.

Increased benefits – A company can increase a benefit to another in a variety of ways from, improving a brand, increasing inventory turnover or generating a better response from a marketing campaign.

The most successful sales teams move the conversation away from price by demonstrating the mathematical value of their product or service. The mathematical demonstration of quantifiable and tangible value replaces haggling over price.

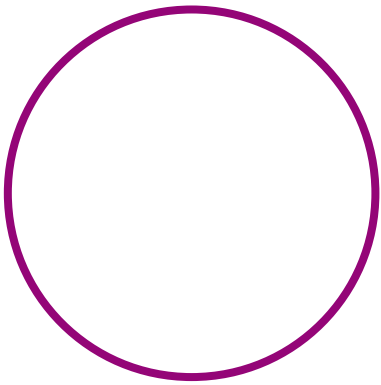


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Contract Negotiation Skills Coaching
Contract Negotiation Skills Training
Skills Assessment





ASSESS



Stand and Deliver or Have a Conversation?

We all know that being able to stand and deliver your company or product's value proposition is crucial to the sale. But it is not always easy to determine if or how much it resonates with your intended audience. Often simply stating it doesn't seem like enough, which typically results in your sales representatives changing the message on the fly in an effort to find one that "sticks."

For a better way to both deliver the message and assess exactly how it impacts the prospective customer, consider "wrapping" the value prop in a set of highly targeted questions. Consider crafting a set of no more than five open-ended questions that get at the key areas of your value proposition. The goal is to have the prospect talk about it from their point of view and to effectively lead themselves through a discussion of the value your offering brings. Not only will you be able to clearly gauge their reaction to the message, but you also can zero in early on potential objections, or get a leg-up on the aspects that are most important to them.

Guessing at what works or doesn't is a waste of valuable sales time. The reality is that we all are most convinced by what we tell ourselves, rather than hearing it from someone else – no matter how great the message is. So, let your prospects tell you where the "value" is in your proposition – and then use that to fine tune the message for your entire team.



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Value Proposition Development

Consultative Selling

Marketing Strategy



We can't get to the corner grocery store without a navigation system, yet salespeople still walk into a sales call without a clear plan to navigate it. Could salespeople think that buyer driven or collaborative, means you don't need to plan? Collaboration requires more planning. Think about how your navigation system works. The plans (routes) are pre-programmed so all we need to do is follow instructions. We don't want to follow instructions though. We want to collaborate. We want plans (routes) to choose from. Then, even though we picked the plan, we want to be able to take a different road if we want to, or pick a different destination. We expect the navigation system, which already gave us a plan, to seamlessly move to another route on a whim.

We've come to expect collaboration everywhere else, why would we expect less in our buying journey? For the sales person, collaboration takes more work, not less. Sales people need plans. Step one: research the client and develop an understanding of the buyer, the company, the situation and the fit. Second, **develop the necessary plans**: call plans, complex sale plans, even a long-term account plans in some cases. If you are truly collaborating with the customer, those plans will likely change, but a good plan is flexible, and a good salesperson is agile enough to change course mid-stream.

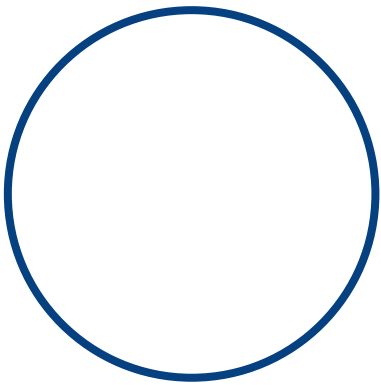


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Sales Strategy





DEVELOP



The #1 challenge salespeople face: Getting meetings with qualified prospects at the level that counts. That's why referral selling is your greatest competitive differentiator.

When reps receive referral introductions, they get in the door on the first try, uncover problems, and sell solutions before their competitors even know these opportunities exist. Consider the following:

- Referred prospects convert into clients more than 50 percent of the time.
- A high-quality referred prospect is 40 times more likely to buy.
- Salespeople who actively seek referrals earn four to five times more.

Referral selling is a scalable and predictable prospecting strategy. Yet, less than 30 percent of salespeople ask for referrals. And less than 5 percent of companies have a written referral selling strategy that includes weekly goals to ensure accountability, referral-selling skills building, or a disciplined system to track referral results.

Without a referral system in place, sales teams waste time cold calling, when they could be filling their pipelines with hot leads who want to talk to them. Here's how:

- Make referral selling your prospecting priority every single day.
- Create metrics to ensure accountability and track referral success (i.e., number of people asked, number of referrals received, number of new clients, increases in revenue.)
- Ask your favorite clients for referral introductions.

Adopting referral selling is simple, but it's not easy. It requires commitment and focus. Anything less is a waste of time.



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Referral Selling

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Women in Sales



Develop yourself. Develop others. Develop your sales organization.

It all starts with leadership.

Leadership is vastly different from management. In sales, managers focus on performance. This is necessary for the short-term.

For the long-term, sales organizations need managers and sellers who can also lead.

This definition illustrates what you should aim for. It's from Jim Kouzes and Barry Posner, authors of *The Leadership Challenge*®.

“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

Managers need to **mobilize** sellers to get them ready and positioned to take action. You already do this. But do you mobilize them so they **want to** struggle. That burning, intrinsic desire is what helps them persevere. Sellers who want to struggle will stick to it and make even the toughest of sales.

Further, when sellers work as a team to realize **shared aspirations** your goals are more likely to be met. Individuals competing with each other won't outperform a group that pulls together and supports one another.

Just as your sellers need your leadership, buyers need your sellers to lead them.

Sellers who **mobilize** buyers get called back. Buyers who are so engaged that they **want to struggle** for the **aspiration they share** with their sellers are less fickle and less price-driven.

Sellers who think and act like leaders are ennobled to sell with integrity and truly meet their buyers' needs.

Join the movement to liberate the leader in every seller. Start by developing yourself to truly lead.



DEB CALVERT

PEOPLE FIRST PRODUCTIVITY SOLUTIONS

@PEOPLEFIRSTPS

Sales Effectiveness

DISCOVER Questions

Leadership



Propel Your Sales With a Systematic Onboarding Program

When it comes to developing your sales team, nothing is more important than having a successful onboarding program in place. If you want your new sales hires to deliver, give them the tools to do so.

A successful sales onboarding program provides these ingredients:

1. A list of the best, most thought-provoking questions that will help them uncover the true needs or problems of the prospect.
2. Stories about solutions you have provided for clients that they can use when describing what your company does. Let them “own” these stories as if they are their own.
3. The advantages of using your services compared to other options the prospects have.
4. An understanding of how to calculate the ROI of your products or services.
5. The math of success in this position. Meaning, how many first appointments are necessary each week to generate enough opportunities based on typical closing ratios, and the likely level and type of activity that will be necessary to generate those appointments.
6. Clearly defined goals and objectives at every step.

Key themes for your onboarding process:

- Frequent, consistent interaction. The new hire is responsible to take initiative, the manager is responsible to review and evaluate.
- Gaining an understanding of who the ideal customers are and what problems you can solve for them.
- Getting to know the company culture, systems, departments and people.

Developing a systematic onboarding program helps new hires start closing earlier, improves sales metrics and saves time as it’s re-used for future hires.



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Sales Team Improvement Services

Eliminate Sales Hiring Mistakes

Sales Leadership Coaching



Coach Your Reps to Make Better Sales Calls

Coaching sales reps when they complete a sales call is important and needs to be done routinely. Salespeople will approach their sales calls differently if they know they'll be asked for very specific information afterward.

A quick check in with the right questions can tell you exactly where the salesperson stands on each opportunity. You won't be able to assess every sales call, but you can check in with each team member intermittently.

Here are some questions to ask:

1. What did you do to prepare for the sales call?
2. What was your objective for the sales call?
3. What did you do to make good use of the prospect's time?
4. What questions did you get answered that helped you understand where the customer is in the sales process?
5. What action did the customer commit to take?
6. What action did you commit to take?
7. Did the customer tell you when they would make a decision by?
8. What are the next steps?

These questions will help both you and the salesperson understand more about the status of the deal. Far too often, salespeople get way ahead of the prospect. They predict a close date based on their quota instead of on the prospect's needs. The only way to know when a deal will close is to ask the customer. Salespeople will be more inclined to get the needed information if they know you will be inquiring about it.



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Lead Generation

Exponential Sales Growth

Entrepreneurial Sales



Do Not Turn a Blind Eye to Sales Call Reluctance

Among sales veterans (5+ years' tenure), 40% report one or more episodes of Sales Call Reluctance serious enough to threaten their career according to Behavioral Sciences Research Press, the world experts on Sales Call Reluctance.

Sales Call Reluctance is the emotional hesitation to prospect and self-promote. Prospecting is highly profitable when salespeople have a strategy, structure and the willingness to make highly targeted calls. In our culture, the highest rewards do not go to the best prepared, the most intelligent or the hardest working. The rewards go to the people who are most willing to prospect and self-promote.

Many sales managers' solution is: "Just pick up the phone." Overcoming Sales Call Reluctance is more complex than that because prospecting is not what causes the anxiety. Thoughts about prospecting do. Four emotional blocks keep salespeople from connecting with potential buyers: (1) limited beliefs, (2) perspectives/ interpretations, (3) assumptions, and (4) their inner critic/inner terrorist. Once a salesperson admits to experiencing Call Reluctance – rather than denying or suppressing it – they can begin to overcome it. Identifying the negative intruder thoughts is step one. Stopping the storytelling and replacing the negative intruder with a true statement is the way to overcome career-destroying Sales Call Reluctance. For example, "Cold calling does not work." Replace it with, "Opportunities are plentiful. I am valuable and our service is valuable." Excuses for not prospecting are only temporary escapes. Create a culture of total no-excuse prospecting.

Sales Call Reluctance is nothing to be embarrassed about; living with it needlessly is.



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Sales Call Reluctance

Assess for Call Reluctance

Prospecting Speaker



Develop a High-Performing Sales Team & Culture

We interviewed sales leaders to identify the Sales Performance GAP. This is what it takes to build a stronger sales culture & team, meeting today's demanding expectations...

Good Sales Reps...

Know their sales cycle & territory plan
Prepare for their client meeting in car
Provides product solutions with benefits
Delivers great service and responsive
Find 3-5 new customers each year
Ask more and good questions

Great Sales Reps...

Know your customer's buying cycle & goals
Research, industry info, trends to position as expert
Provides business solutions to meets clients KPI with ROI
Strategic Partner who is proactive, valuable resource
Are disciplined with their time, pipeline, reason to meet
Ask great tough questions about client business/future

Sales Leader Advice - Transform your team from Good to Great Performance:

- It will take 2-3 years to transform your sales team. Its' worth the investment!
- Gather and share industry/trend information positioning their team as experts to clients.
- Develop a plan with training & on-going skill initiatives for sales leaders, teams expanding to customer service, marketing and technicians to create a strong, holistic sales culture throughout the organization.
- Customize sales tools/templates integrating into your sales process to adopt a common language/culture, re-enforcing during all meetings & Sales Conference.
- Mandate your team to earn their CSP – Certified Sales Professional Certification
- Spend more time in the field, coaching reps to be more strategic & consultative (one customer meeting per week = 50 calls/year)
- Add incentives for additional sales growth to create culture of performance...then celebrate success!



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Sales Culture

Consultative Selling

Sales Leadership Coaching



The Most Powerful Hidden Weakness You Can't Ignore

The most powerful and the second most common weakness found in salespeople is a non-supportive buy cycle according to research from the Objective Management Group. How you and your team buy is how you accept other people will buy, and therefore how you will sell.

If they are the type of person who has to compare features, price shop, or delay decisions to think it over, then they can certainly understand it when a prospect wants to do the same thing, right?

Salespeople who make buying decisions quickly are better able to help their prospects make faster buying decisions. They won't accept and indulge delays, price objections and comparison shopping, as "just the way people buy". When salespeople won't push back when prospects want to think it over or compare more proposals or features, it will impact their ability to close, waste time, and lengthen the sales cycle.

Coach your team to make their next buying decision by making an informed, but timely decision. Give them a decision deadline and stick to it, if they push back saying they should wait, compare and delay the decision, ask them- how much time do you spend weighing out all the possible options before making a decision? How much is their time worth? How many hours are spent "shopping" and what is that costing them? How much are they really saving? What could you have been doing instead that would directly impact revenue?"



CAROLE MAHONEY

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1-1 Sales Coaching

Marketing Strategy Consulting



If you're looking for great competitive advantage in your selling efforts, this practice will help you convert more prospects to customers and attract your ideal buyers.

Invest tremendous time, energy and resources in understanding, empathizing and relating to your target customers. Empathy is a key to emotional intelligence. It's our ability to appreciate someone else's experiences and feelings. When you relate and empathize with your potential customers, you can meet them on their terms, in their language, in their reality and in context to how they are making decisions.

Real people are not "buyer personas". They are individuals that share characteristics that help us focus our messages and efforts. Each buyer is a human with unique circumstances, objectives and experiences. In the efforts to build repeatable and predictable sales systems, we can lose sight of our customers' objectives and try to force them in to our sale process. Every step of the sales process and actions as a seller should be focused on the buyers' perspective and helping them make decisions that work for them.

All your marketing and selling messages should reinforce a cohesive customer experience – reflecting those realities of your target audience: their needs, their perceptions, their risks, their problems, their obstacles, their business culture, their available talent, their buying process, and their business drivers.

Go beyond thinking that you have the best solution for their needs and working them through each steps of your sales cycle. Earn more business by demonstrating you empathize with your buyers. You understand their needs and circumstances better than anyone else and thus can serve them better than anyone else.



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Creating Competitive Differentiation
Articulating Customers' Currency
Audience Development

