

# Superior Sales Management

## The Pivotal Skill

The success of a company is based on many things, but there is no more important job than that of the sales manager. It is the pivotal position in any company—the make-or-break position.

Management is not an exact science. There is not an absolute way to do things that will assure success but there are several time-tested skills and traits common to most top sales managers. This comprehensive program will expose you to the methods, processes and skills that have proven successful.

Your job is to take this information and apply it to your work environment. If you do what other effective managers have done, you will receive the same results: success, recognition, satisfaction.

By the end of this module, you will learn:

- + The five key differences between selling and sales management
- + The seven roles of a sales manager
- + Three key principles to reaching the top
- + The differences in selling today versus yesterday

## Managing and Leading

Your job as a sales manager is to extract extraordinary results from ordinary people. You must be a manager and a leader.

To be effective, your image of yourself must be that of a manager, not of a super salesperson. You now have new skills to learn or reinforce. The tools you use to define success are different. This module will address critical success factors and core competencies required to be a leading sales manager.

By the end of this module, you will learn:

- + Key changes to make in your self-image
- + Seven management tools
- + Key management tasks
- + Three requirements to fulfilling promise and potential

## Planning for Success

The primary job of the sales manager is to plan what must be done. A key success trait in any walk of life is the ability to develop a plan and stick to it.

A well-structured plan enables you to get the job done through others. It enables you to get results in an organized and predictable fashion. Your ability to plan your work, work your plan and get your people to follow your plan like a well-conducted orchestra is essential to superior sales management.

By the end of this module, you will learn:

- + Three steps to planning
- + Key changes to make in your self-image
- + How to analyze your market
- + Eight keys to planning sales success

## The Sales Plan

As a sales manager, you must look at your area of responsibility as if it is your own business and you are the president. It is essential that you accurately and appropriately allocate sales quotas to each member of the team. Remember, your sales forecast is a roll-up of each sales territory or assignment.

Sales quotas are one of your largest responsibilities. They are the standards by which you and your people will be evaluated. They can motivate your people to reach for higher goals and performance or they can demoralize individuals. The improper handling of sales quota assignments can be the source of problems, frustrations and wasted energy. Properly-handled sales quotas can mean superior achievement and highly motivated salespeople.

By the end of this module, you will learn:

- + Four measures of ROTI
- + Five methods for setting sales targets
- + What to consider when developing sales plans
- + How to measure sales performance

## Recruiting Sales People

One of the most important things you do is staffing. A critical talent is the ability to recruit, hire and build a team of effective, competent people. Your team is the people who generate revenues for the company. The best sales managers have the best staffs. The best staffs are a reflection of quality recruiting skills.

Remember, you are working and accomplishing tasks through others. The quality of those others will have a direct bearing on the quality of work you produce and the opinion others have of you.

By the end of this module, you will learn:

- + How to use zero-based thinking
- + To build the profile of the ideal sales candidate
- + How to build an appropriate job description
- + Some excellent sources of sales recruits

## Interviewing and Selection

The people you manage, more than anything else, determine the level of success you will attain as a sales manager.

In the last module, we focused on recruiting—having a pool of quality candidates available. In this module, we will focus on selecting the best candidates from that pool. Your ability to prepare for the interview process and to have a clear picture in your mind of the kind of person you want and need is essential. This module will help you with both clarity and preparation.

By the end of this module, you will learn:

- + The law of three in interviewing
- + The qualities to look for
- + The SWAN formula for hiring
- + Seven interview skills
- + How to check references

## Communicating for Results

There are many skills required to be a successful sales manager. There are many critical activities to participate in. Most, if not all, of the skills and the effectiveness of the activities depend on one thing: communication.

Sales manager relationships can be derailed or accelerated and solidified by the quality of communication. The lessons learned in this module will not only impact sales team relationships, but can be your cornerstone for effective customer and management team interaction.

By the end of this module, you will learn:

- + Keys to communicating effectively
- + The importance of preparation
- + That timing is critical
- + How clarity can set the tone
- + How to listen better
- + About tone of voice

## Motivating Salespeople

One of the hardest jobs in the world today is motivating salespeople. Inspiring them to continuous improvement and motivating them to excellence is absolutely essential.

The core of the motivation challenge is individual self-esteem. Making people feel like winners—making them feel that their contribution is important and appreciated is the job of the sales manager.

By the end of this module, you will learn:

- + How the interactive model of effectiveness works
- + The major problems faced by salespeople
- + The keys to motivation
- + Interactive skills that boost self-esteem
- + Job requirements for maximum motivation

## Effective Delegation

Delegation is one of the essential skills of effective management. Management has been defined as "getting results through others" and that requires the competent delegation of tasks, duties and responsibilities to your staff. Your ability to delegate is crucial to your advancement and to your success in business.

Many managers are often unwilling or unable to delegate and this greatly limits their progress. Since the alternative to delegating is doing it yourself, these managers end up with so many responsibilities that they are unable to make their full contributions to their organizations.

Delegation enables you to expand your work from what you can do to what you can control or manage. It enables you to increase the quality and quantity of your results. Your results will, more than any other single factor, determine your remuneration, your position and your level of personal satisfaction in your work.

By the end of this module, you will learn:

- + What delegation enables you to do
- + Five forms of management
- + Three delegation methods
- + Seven key steps to delegation
- + Methods of delegation
- + Rules of delegation

## Strategy and Positioning

Sales is not an easy profession. The skill and attitude requirements demand an immense effort. Your job as a sales manager is to nurture those skills and maintain an environment conducive to a positive attitude.

In addition, you must help your people strategize and position themselves and the company. A significant part of that effort is helping them expand their knowledge base—their knowledge of the company, the competition, and the marketplace.

By the end of this module, you will learn:

- + Requirements for high morale
- + Five key knowledge areas
- + How to do a competitive analysis

## Sales Training

"If you keep doing what you're doing, you'll keep getting what you're getting." This is an insightful quote but the real world of business paints an even darker picture. You'll only keep getting what you're currently getting if the competition doesn't improve. We all know that the competition will improve so you can't stay the same.

Training is the way you can keep up with and outpace the competition. The quality of your sales team is a key source of competitive advantage. It may be the only sustainable competitive advantage you have. You must grow your people. Training is the way you improve your team.

By the end of this module, you will learn:

- + The different types of training

- + About the levels of training
- + Sales training design—the basic model

## The Winning Team

We have discussed the importance of staffing—the selection and development of quality individuals. We will now focus on bringing those individuals together as a cohesive team. You cannot do it yourself—you must work through others. The impact these others have in accomplishing your goals can be enhanced through the power of synergism.

By the end of this module, you will learn:

- + Six key qualities of a winning team
- + The basic needs of team members
- + The H.P. model of effectiveness
- + How to motivate a *team*
- + How to build a team culture

## Territory Management

You have selected and developed the players. You have established the appropriate esprit de corps. Now you must place your people in the correct assignments and structure those assignments to match the strengths of the individual.

Salespeople are not interchangeable. The skills and talents of one individual may achieve success in a particular type of territory but may not serve as well in another. Your job as a sales manager is to put the right people in the right place. This may mean reorganizing territories and reassigning individuals.

By the end of this module, you will learn:

- + The two generic types of territories
- + About different types of calls
- + How to do a territory analysis
- + To maximize territory coverage
- + How to design a call-reporting system
- + Seven keys to territory management

## Sales Supervision

This module focuses on the importance of field supervision and its many benefits. You cannot function as a sales manager without dedicating a good portion of your time to field supervision.

Field supervision allows you to feel the pulse of the business. It is how you get closer to the salespeople and to your customers. It is how you function as a role model to your salespeople and as a company representative to your customers. It is an important way to inspect what you expect.

By the end of this module, you will learn:

- + *Requirements* for direct supervision
- + Advantages of field supervision
- + The H.P. model of effectiveness
- + The *process* of sales supervision

- + Procedures for sales calls
- + Key roles of sales supervision

## Skills Coaching

In today's market, it is difficult to find and keep a product-oriented competitive advantage. Today, many salespeople and companies are selling a commodity (salt is salt is salt). Your people, however, can be the company's sustained competitive advantage.

For this to happen, you must be able to coach them to excellence. You must identify areas of development and insure that the individual is coached to acceptable levels of performance.

By the end of this module, you will learn:

- + When to coach
- + How to coach
- + The steps of superior coaching
- + What problems to avoid or overcome
- + The rewards and pay-offs to effective skills coaching

## Key Accounts

The often-cited 80/20 rule tells us that as much as 80% of a company's revenues can come from as little as 20% of its clients. One of your responsibilities as a sales manager is to strategize with your salespeople in regard to those clients.

You must have a plan to develop, penetrate and keep key accounts. This module will focus on your role in planning and strategizing. In major-account selling, it is the quality that counts—the quality of the strategy as well as that of the call.

By the end of this module, you will learn:

- + The difference between key accounts and smaller accounts
- + Rules with regard to strategy
- + Ideas in key account planning
- + The advantages of strategic coaching

## Communication Channels

Many challenges in your life, both personal and professional, result from poor communication and misunderstanding. By making the extra effort to inform and clarify, you can eliminate hours of unnecessary problem-solving.

You must communicate in different directions and in different ways. This module focuses on the many forms of communication common to sales management.

By the end of this module, you will learn:

- + Three critical communication tools
- + Three types of communications for success

- + Facts about call reports, customer analysis and expense reports
- + How to effectively use the phone

## Sales Meetings

As a manager, at least one quarter of your career will be spent in meetings. Meetings are a major opportunity to display managerial competence, to influence and persuade others, and to advance the goals of the organization.

This module will show you how to manage meetings so that you get the maximum return on the time invested. As a manager, the way you conduct a meeting is a major factor in your career success—you are being observed by both your superiors and your employees.

Effective executives are confident in a meeting environment and know how to perform efficiently. Since you will spend significant time in meetings, it is essential to learn how to get the most out of meetings and how to assure that your meetings achieve desired results.

By the end of this module, you will learn:

- + Reasons for holding sales meetings
- + Six parts to planning sales meetings
- + The structure of sales meetings
- + Ideas on holding better sales meetings

## Performance Appraisals

Without feedback, people cannot improve. We have discussed different types of feedback already such as field coaching but no feedback is taken more seriously by salespeople than regularly-scheduled, written performance appraisals.

Written feedback is one of the most effective ways to help employees improve. You owe it to your team, your company and yourself to do quality performance appraisals.

By the end of this module, you will learn:

- + The purpose of performance appraisals
- + Steps to the performance appraisal process
- + Twelve things to evaluate in an appraisal
- + Process elements
- + Five key points to remember

## The Problem Salesperson

A key executive talent is the ability to recruit, hire and build a team of effective, competent people. In today's workplaces, all work is done by teams—groups of people working together and interacting effectively towards predetermined goals.

Problem salespeople can sometimes not only negatively impact their territory's results, but also the contribution of other team members. Since individual human beings are so complex, even the best hiring

skills will give you a success rate of only 66%. You must be able to deal with the 33% that are not performing effectively.

By the end of this module, you will learn:

- + The three types of problem salespeople
- + How to save problem salespeople
- + The process of firing

## High Performance Management

The role of sales manager is not only a pivotal position in most companies, but it can also be a stressful job. It requires high energy levels and clear thinking to achieve superior results. Your personal habits, eating and sleep patterns, and physical fitness can have significant impact on your job performance. In addition, your ability to deal with pressure from all angles, your resilience and your means of managing stress are critical to job satisfaction and performance.

By the end of this module, you will learn:

- + Keys to high performance through better health
- + Seven major causes of stressful responses
- + Antidotes to stress

## Time Management Skills

Time is the one indispensable, irreplaceable resource of accomplishment. We all have an equal amount of time. It has been said that the truly successful in our society are separated from others because they have elected to use their time differently.

Time management is really life management. The pay-off for becoming an excellent time manager is very high. One of the most important rules for success is simply to form good habits and adhere to them daily.

By the end of this module, you will learn:

- + The importance of planning
- + Seven time wasters to eliminate
- + How to be proactive
- + Seven keys to increased productivity

## Leading the Action

As a sales manager, you must stimulate emotions. A simple but easy way to distinguish leadership from management is to measure emotions. Are your people excited and are they striving to achieve something great? Leadership is the critical difference.

To get extraordinary results from ordinary people requires inspirational leadership. In developing your ability to get followers, you must break new ground and be a role model for innovation and success.

By the end of this module, you will learn:

- + Facts to incorporate in regard to people

- + Seven qualities of sales leadership
- + Principles of sales management

## Pushing to the Front

Why are some people more successful in their careers than others? Why do some people grow and flourish, get promoted, move ahead rapidly and enjoy greater satisfaction in their lives and work?

After many years of research and study, we finally have the answers to those questions. The starting point lies in our own thinking and our expectations of ourselves. You have the capacity for greatness in you. With desire and effort, you can develop the "winning edges", the small marginal differences in competence that translate into enormous differences in results.

By the end of this module, you will learn:

- + Four mental laws
- + Seven ways to control your thinking
- + How to participate in life-long learning