

6

THINGS THE WORLDS BEST
SALES
MANAGERS
WON'T TELL YOU

TOP GUN

WWW.TOPGUNBA.COM.AU

6 Things The World's Best Sales Managers Won't Tell You

The world's best Sales Managers have a secret, and most sales managers aren't in on this secret.

They don't understand what it is that these extraordinary sales managers do every day, that make them so extraordinarily successful.

This is mainly because many sales managers were top performing sales professionals one day, and were promoted to sales management the next day, but received no training in sales management.

They suddenly discovered that they had no idea what the world's best sales manager were doing, that made them so successful.

Suddenly they discovered that all of the things that made them successful in sales, counted for nothing in their new role in sales management.

Now their role is to get sales results through their team.

Some then fall into assuming the role of **"Super Salesman"** or **"Super Saleswoman"** running around with individual members of their sales team helping them to close sales.

This quickly wears them out.

Instead of one sales quota, they are now carrying the combined sales budgets / sales quotas of every member of their team.

They find themselves working harder and longer hours than they ever did when they were in sales. They often become frustrated because their success is no longer in their hands alone. It's now in the hands of the individual members of their team.

They are now judged on the performance of their team.

So much extra work, and in some cases, for much less money than they were making in sales.

Some get so frustrated that they eventually decide to return to sales, and to save face, they will often leave their company and go elsewhere.

Their company loses a high performer, and they lose all of the years they invested in becoming one of the best sales performers with that company.

This could have turned out entirely differently if they had understood the **6 things the World's Best Sales Managers Do But Won't Tell You**. The secrets of their success.

Why won't they share their "secrets"?

In some cases, perhaps it's because they want to make their job look difficult, so people will think they are very clever.

In some other cases, perhaps it's because nobody has ever bothered to sit down with them, to ask them what is it that they do so differently, that makes all of the difference.

Well commencing in 1990, we did sit down with hundreds of sales managers, across 5 continents, and across more than 300 different industries and asked them that question.

When we analyzed their answers, we discovered a trend.

When we boiled it all down, we discovered that really they **only did 6 things differently to most sales managers**.

They did these things so extraordinarily well however, that it allowed them to get extraordinary results, leading, motivating and managing extraordinary sales teams.

We have repeated these studies many times since then and these 6 same things keep coming up

Well we are going to reveal these "secrets" here now.

The 6 things that they do extraordinarily well, but won't necessarily tell you about, unless you asked them.

Secret #1 They are extraordinary at attracting and recruiting good sales people

The world's best Sales Managers understand that their success will be determined the success of the individual members of their sales team.

If the individual sales people on their team are highly skilled, highly motivated and successful, then they will have a successful sales team. If they have a successful sales team, then they will be judged as being a successful sales manager.

Creating and maintaining a successful sales team is their responsibility and it all starts at the point of bringing new people onto their sales team.

So many Sales Managers create major problems for themselves by hiring the wrong people.

Why is that?

Why would a sales manager hire someone who turns out to be unsuccessful?

There are a number of reasons.

The first is not understanding that hiring good sales people is a skill, and not all sales managers have fully developed this skill. The good news is, that like all skills, it's a skill that can be learned. There is a proven process and formula for attracting, screening and hiring people who have a high likelihood of achieving success.

The second reason is, that they understand that to attract good sales people, first they must be attractive. The truth is, some sales managers are more attractive to work for than others.

High quality Sales Managers will attract high quality sales people, while poor quality Sales Managers will only attract poor quality sales people.

Put simply...

A super star sales performer will not work for a “turkey” Sales Manager.

Why? Because they are intelligent and successful and they can tell the difference between a highly competent Sales Manager, an average Sales Manager, and someone who is simply downright unskilled and incompetent.

So this is another example of a philosophy that Wayne Berry talks about all the time in Top Gun Programmes which says;

“Our outer world will always be a reflection of our inner world”.

When considering joining a company, a good sales professional will look not only at how good this company's reputation is and how good it's products are, and consider how much can I make selling here.

They will also consider;

- What will joining this company's sales team make of them?
- What can they learn from this sales manager?
- What training and support will be provided, so they can grow personally and professionally and become an even better sales professional, enabling them to achieve both their personal and professional goals?

On the other hand, a turkey sales person will work for a turkey sales manager, because they cannot get a job with a good sales manager.

This probably sounds harsh, but we see evidence of this almost every day as we work with sales teams and sales managers. We teach that...

A Sales Team will always be a REFLECTION of it's Sales Manager.

When we work with Sales Managers, and help them to grow as Sales Managers, and help them improve their sales

management ability and strategies, we see the quality of their sales people improve dramatically.

Now if you are thinking ***“Well I inherited my sales team when I came onboard, I didn’t hire them”***.

Well again this principle of your team will always be a reflection of you comes into play, as we watch good sales people leave, and poor sales people being hired.

If you are a highly competent sales manager, you know that while you may not have hired your sales people, it is your decision though, who stays on your team after you come onboard.

So attracting good sales people begins with you.

You will get the team you deserve and the team you settle for.

Secret #2 They are extraordinary at training their sales people

The world's best Sales Managers understand that **training needs to be a continuous on-going process** with every member of their sales team.

This includes product training, industry training and selling and negotiating skills training.

They understand that it is their responsibility to regularly assess the selling skills of their sales people, and then provide on-going training that addresses those needs. They don't leave it to their training or HR department (alone), and **they become actively involved and “hands on” with this training.**

The reason their training is continuous and on-going is because they understand that one-off training sessions once or twice a year will not create lasting improvements in performance. They quickly fade away.

Good sales people are attracted to organizations who have a structured training programme in place to support their success. It is actually **a valuable recruiting tool.**

Also good sales people want training because they realize that **school is never out for the true professional.**

However you need to understand that some people have been exposed to very poor sales training in some cases, and hence don't want to (as they see it) waste their time at training sessions. So you have to ensure that the sales training you provide is not “old hat”, that it is not culturally inappropriate (some USA based training falls into this category) and provides outstanding value and learnings for the time they invest.

A sales person on your team who is not interested in participating in your sales training (assuming it is good) is basically saying that they have no interest in self improvement. If this is the case, then **they are likely to be as good as they are ever going to be.** The question you need to answer is... is that good enough?

Secret #3 They are extraordinary coaches

The world's best Sales Managers understand that **they must be coaches as well as trainers.**

Training is good, but when training is followed up with excellent ongoing coaching, this usually results in **extraordinary results**, way beyond what training alone can provide.

Training simply presents information, (hopefully in an engaging way), while coaching goes that extra step to ensure that your sales people actually understand what they have learned in the training, and **how they are going to use it immediately in their day to day real world selling.**

This coaching will take many different forms including group coaching, individual one-on-one coaching, in the office and in the field.

Coaching is a skill and again like all skills, coaching can be learned.

Secret #4 They are extraordinary leaders

The world's best Sales Managers understand the importance of leadership. They actually understand what it is and how to do it.

Now that might sound like a strange thing to say, but many Sales Managers know the word leadership but don't really know what it is, and they certainly don't how to do it.

As you've have previously read here, ***"Your team will ALWAYS be a REFLECTION of YOU"***.

If you want to have a high performing team, then you had better be a high performing sales manager.

It really is a case of ***"follow the leader"***. If you want to create certain behavior in your team, then you need to ***"lead from the front"*** by exhibiting that behavior yourself.

This works at every level, from being on time at meetings, ethical behavior, personal presentation, professionalism, setting and achieving worthy goals, personal and professional growth and so on.

It amazes us when we see Sales Managers decide that their sales people need to develop their selling skills, so they enroll them on a 12 month sales development programme and don't do the programme themselves. Basically they are saying "you guys need to be fixed" so we are going to have you do this programme. Is it any wonder they sometimes get resistance.

Top Sales Managers on the other hand, lead from the front by saying ***"Guys I want to support you to be the very best you can be and help you to achieve you sales, income and personal goals. We are all going to go on a journey together over the next 12 months and upgrade our selling skills together. I will do the programme with you, because that way I can support your in-field activities and coach you"***.

Sales Managers who adopt this approach get a very high level of engagement from their people into any training. They are "leading from the front". They show that they see

the training as very valuable. So valuable that it's worthy of the investment if their own time, energy and in some cases their own dollars.

By participating in all training with their team (product training, systems training, skills development training) **they are now in a perfect position to then coach their people, week by week and help them translate what they are learning, into real world activates, and real world results.**

To some extent leaders are born, hence the expression “*Born Leader*”, however **leadership abilities can be developed.**

Leadership involves the application of certain skills and strategies, and the good thing about skills and strategies, they can all be developed.

Secret #5 They are extraordinary motivators

The world's best Sales Managers understand how to motivate their people.

So what motivates sales people?

The answer is **DIFFERENT THINGS MOTIVATE DIFFERENT PEOPLE.**

So how do you end up with a highly motivated sales team?

Easy!

1. Find out what motivates each individual sales person on your team.
2. Identify their goals
3. Show them how they can achieve their goals.

They will then be highly motivated.

How do you do this?

Again easy!!

Sit down with each of your sales people and have a conversation with them. Ask them what their goals are, both personal and professional. Ask them why they want to achieve these goals, and **this will reveal their MOTIVATION**, their true reasons for achieving. Ask them if they would like your support to help them achieve some of these goals.

Many of their goals will only be achievable if they achieve their professional goals. ie. their sales and income goals.

So for example, someone who wants to provide a better home for their family, or wants to spend more time with their family, or buy that new car, needs to achieve their income goal in order to achieve this goal.

In sales, in most cases this also means they need to achieve their sales goals, and that's what you want, as that will help you to achieve your sales and income goals.

Next step is to then link the achievement of their personal goals to their daily activities.

Show them how it's what they do or don't do every day that moves them towards the achievement of their personal goals, and the speed at which they will achieve them. Now you'll have a motivated person.

Add up-skilling to this formula, so they now have better skills to do their daily activities faster, more efficiently and more professionally, and **you will now turbo charge this whole process for them.**

A question that sometimes comes up is, ***"What can I do with someone who is not motivated?"***

Well if you go through this whole process, and the person is still unresponsive, and is still not motivated, then they should probably not be on your team.

You can not motivate anyone else really.

All success comes from self motivation. However you can facilitate this process of self discovery and help an individual to discover their true motivation and all top sales managers have mastered this skill.

Again all skills and strategies can all be developed so this is something you can become very good at, if you choose to.

Secret #6 They are extraordinary managers of processes and people

The world's best Sales Managers understand that effectively managing people and processes is **simply a matter of having the right systems in place**, then possessing the **mental discipline to follow these systems**.

In most cases, all of the systems you need to manage your team effectively have already been invented, created, road tested and proven.

All you need to do is **define your outcomes, investigate possible systems** that will help you to achieve your outcomes, and **then adopt and implement these systems**.

You don't need to re-invent these systems. Tweak them perhaps, but getting these systems in place will make your life easier, and allow you to achieve more in less time and with less stress with your people.

Conclusion

The world's best Sales Managers have developed all of these key attributes and it makes an enormous difference to the success they enjoy.

There are two ways to develop these attributes.

The first is called “Trial and Error Learning”.

This is where you waste an enormous amount of time “bumping around in the dark”, trying a little bit of this and a little bit of that, until you figure out what works.

This is enormously costly in terms of time, money and effort, plus the enormous amount of damage done to people and teams in the process. The cost in unrealized sales and profits is also enormous as well as unrealized income for the sales manager.

The second method is called “Success On Purpose”.

This is where you set up to develop all of these attributes on purpose in the shortest space of time.

This is achieved through training, plus to get the best possible results quickly, on-going coaching and mentoring.

If you are ready for **“Success On Purpose”**, call us.

We'd be happy to share these strategies in more detail with you, and design a plan for you, to help you to develop these skills, strategies and attributes fast, so you can reap the rewards enjoyed by the world's most successful sales people.