

## Practical Sales Management : Resources

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### Recruiting:

#### False Assumptions:

- You're more likely to win Powerball than to recruit a competitor's rainmaker.
- Experience is not a good predictor of performance.
- Legacy performance is not a good predictor of future performance.
- A one-hour, one-on-one interview is always insufficient.
- References are useless.

#### Core Rule for Good Hiring:

*Hire for the things you can't change.*

*Train for the things you can change.*

#### Process:

*Need confirmed: Insufficient sales coverage*

*Objective-based position description*

*Identify and attract*

*Self-selection*

*Role fit assessment: Harrison Assessment*

*Group interviews: traits and values (downloadable from [unsquaring.org/download](https://unsquaring.org/download))*

*Negotiation and offer*

*Onboarding*

*Development plan for first year.*

*Measurement & course correction*

### Managing:

#### Metrics that Matter

- Billings to New Customers
- Billing for New Services
- Customer Retention
- Share of Customer
- Customer Margin
- Book of Business Margin
- Customer Satisfaction

## Training

### *Building a Skill Stack*

- *Communication / Writing*
- *Presentation*
- *Business Literacy & Acumen*
- *Needs Analysis*
- *Proposal Development*
- *Negotiation*

## Compensating

*No compensation plan is workable substitute for active management.*

*Managing salespeople is not a fruitless attempt to herd cats.*

*This is no longer a “numbers game” of activity, if ever it was.*

*Focus is on results rather than activity.*

*That means you’re tracking outcomes rather than actions.*

*The best compensation plans align the interests of the salespeople with the interests of your company.*

*So, what results are you seeking?*

- *Growth?*
- *Competitive Effectiveness?*
- *Operating Margins?*
- *Customer Retention?*
- *Sale of New Services?*
- *Market Segment Penetration?*

### *Myths About Compensation*

- *A good compensation plan can reduce the need for active management of salespeople.*
- *Salespeople only understand the simplest plans.*
- *Straight commission plans are the cheapest and lowest risk.*
- *Salespeople will not pay attention to multiple objectives.*
- *Salespeople only care about cash.*
- *Salespeople always want to be paid fast.*
- *Compensation plans should be tweaked often.*

### *Current Best Model*

- *Salary plus bonuses*
- *Multiple bonus criteria*
- *Bonuses paid annually based on annual results*
- *Annual objectives customized for each salesperson*
- *Plan structure applies to all, and remains consistent year-to-year.*

