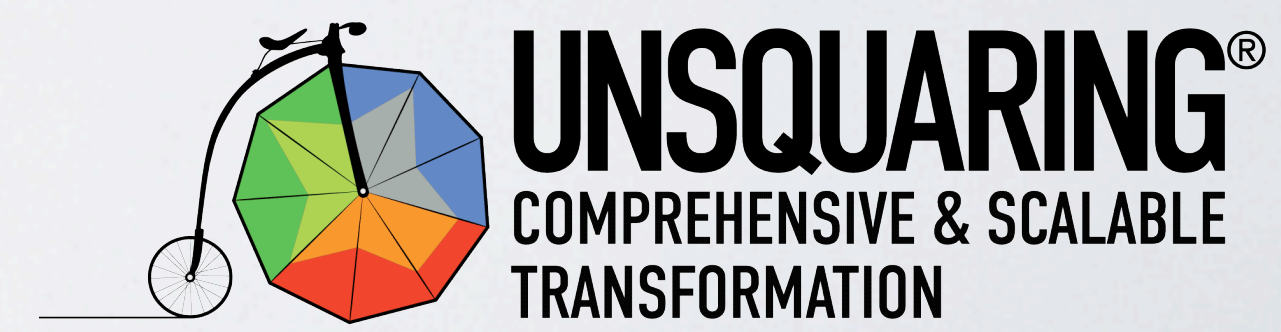
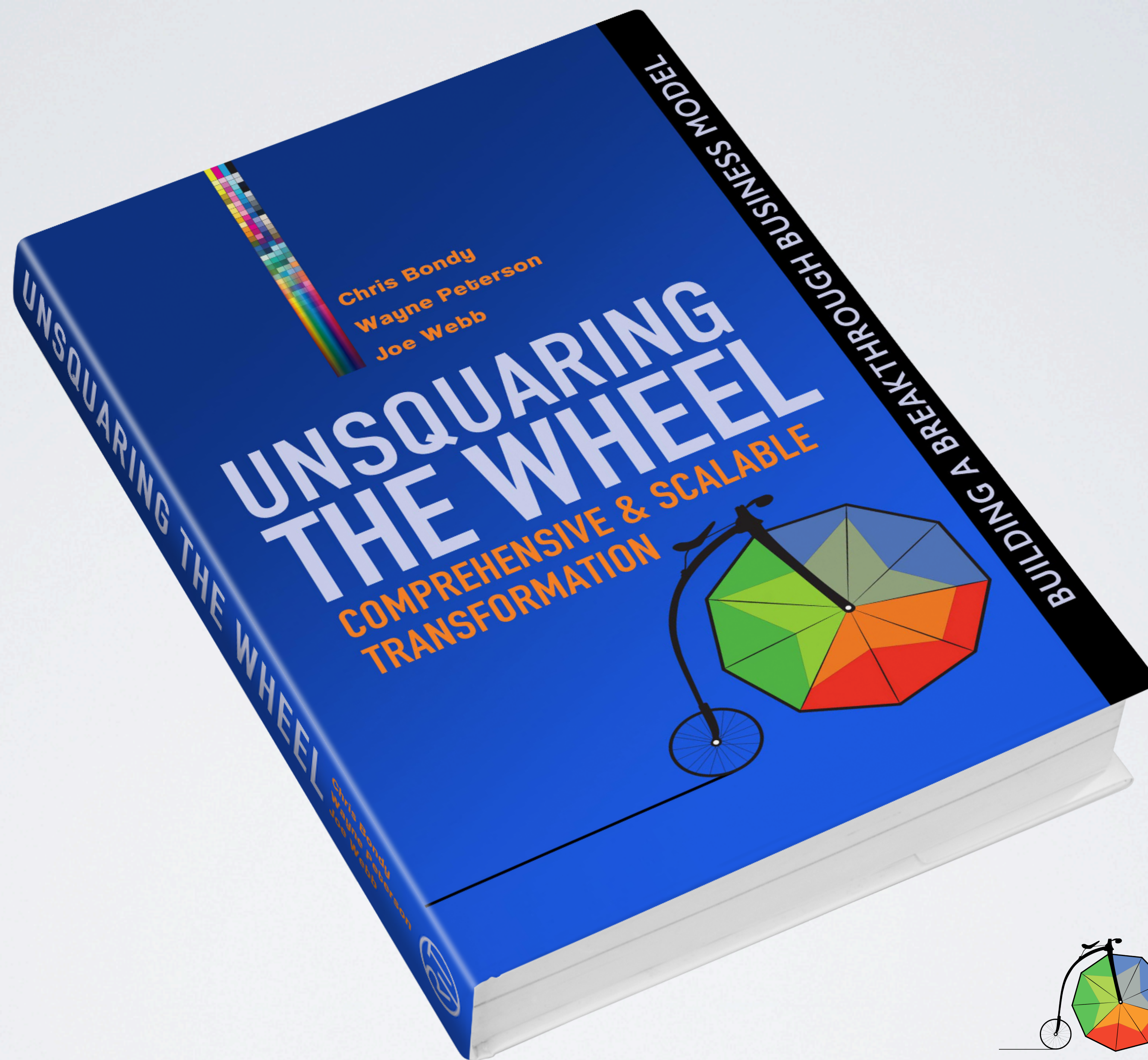


# PRACTICAL SALES MANAGEMENT







# QUESTIONS WE GET MOST OFTEN:

- How can I recruit a real rainmaker from one of my competitors?
- How do I get salespeople to behave in the company's best interest?
- How do I get my legacy salespeople to sell new business?
- What compensation plan is best, easiest, simplest and cheapest?



# THE REAL ISSUES:

- Recruiting
- Managing
- Training
- Compensating

DO YOU REALLY NEED SALESPEOPLE?  
DO YOU REALLY NEED MORE OF THEM?



# RECRUITING

# DEBUNKING FALSE ASSUMPTIONS

- You're more likely to win Powerball than to recruit a competitor's rainmaker.
- Experience is not a good predicator 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.



# STOP HIRING RETREADS



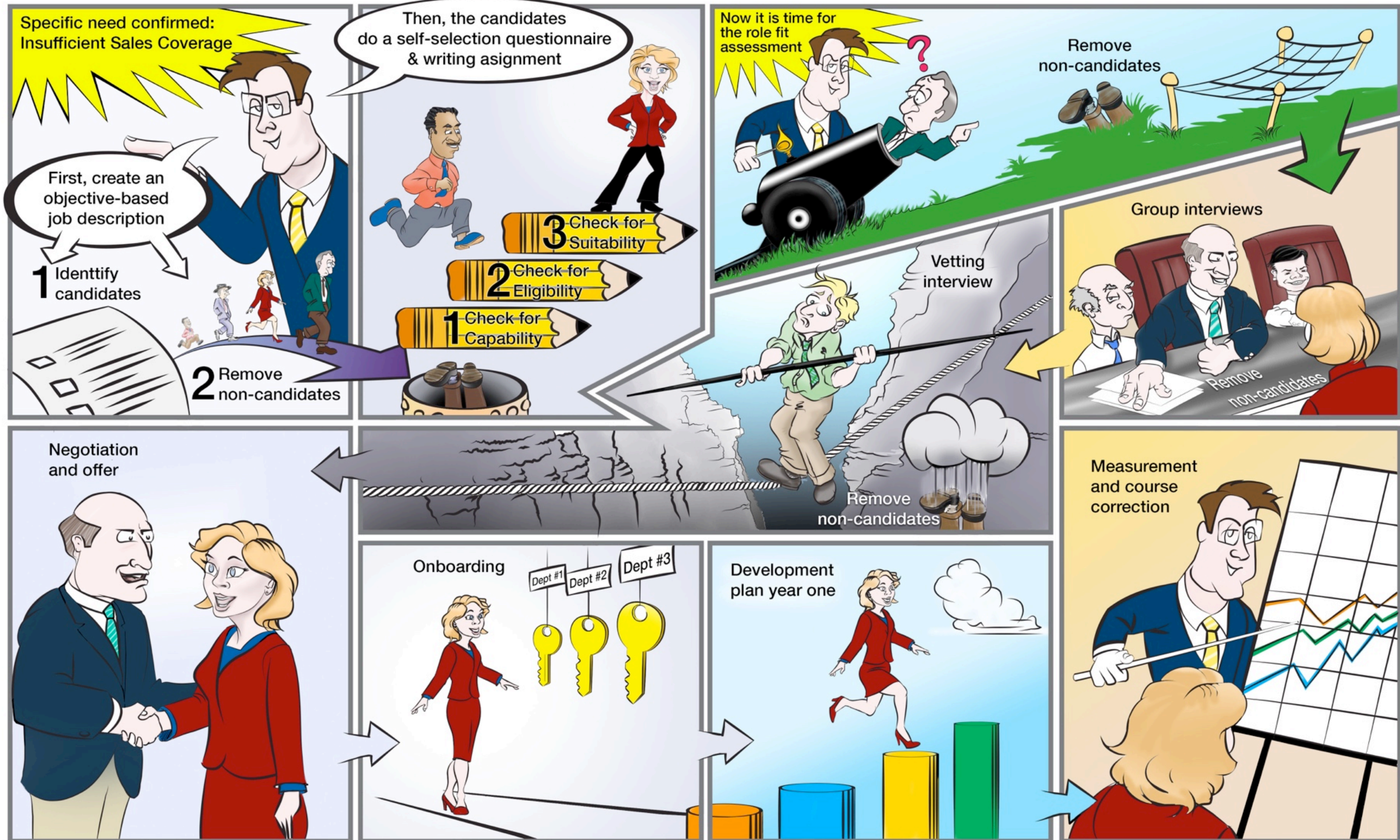
THE ONE RULE FOR HIRING  
HIRE FOR THE THINGS YOU CAN'T  
CHANGE.  
TRAIN FOR THE THINGS YOU CAN  
CHANGE.



# NEWSFLASH: YOU NEED A PROCESS



- Need confirmed: Insufficient sales coverage
- Objective-based position description
- Identify and attract
- Self-selection
- Role fit assessment
- Group interviews
- Negotiation and offer
- Onboarding
- Development plan for first year.
- Measurement & course correction



# MANAGING

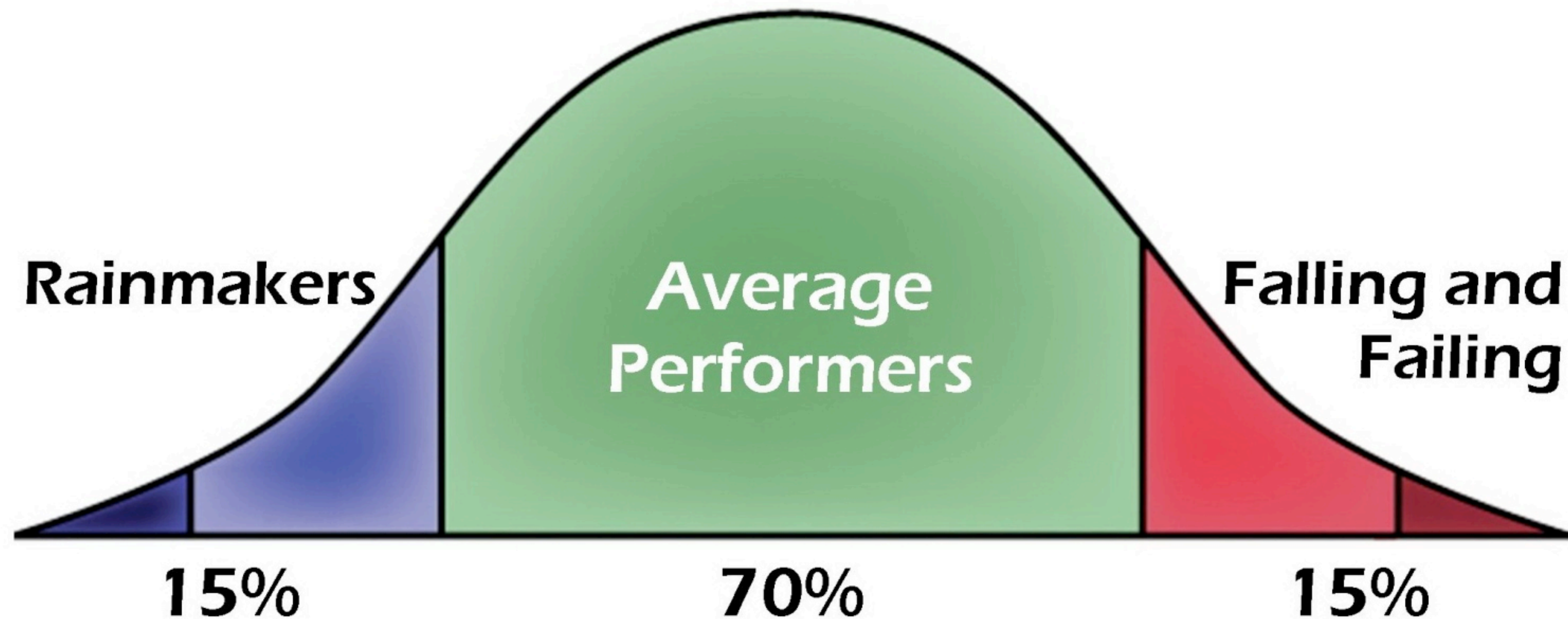


# METRICS THAT MATTER

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



# Salesforce Performance Bell Curve



# TRAINING

# TRADITIONAL “SALES TRAINING” IS NOT THE SOLUTION.

- Half-life of most “event-based” sales training is 12 weeks.
- Focus on how adults learn.
- Coaching is more effective than any other method.
- Coaching in the context of opportunities actively being pursued has the best track record.

# BUILDING A SKILL STACK

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

# COMPENSATING



# 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.

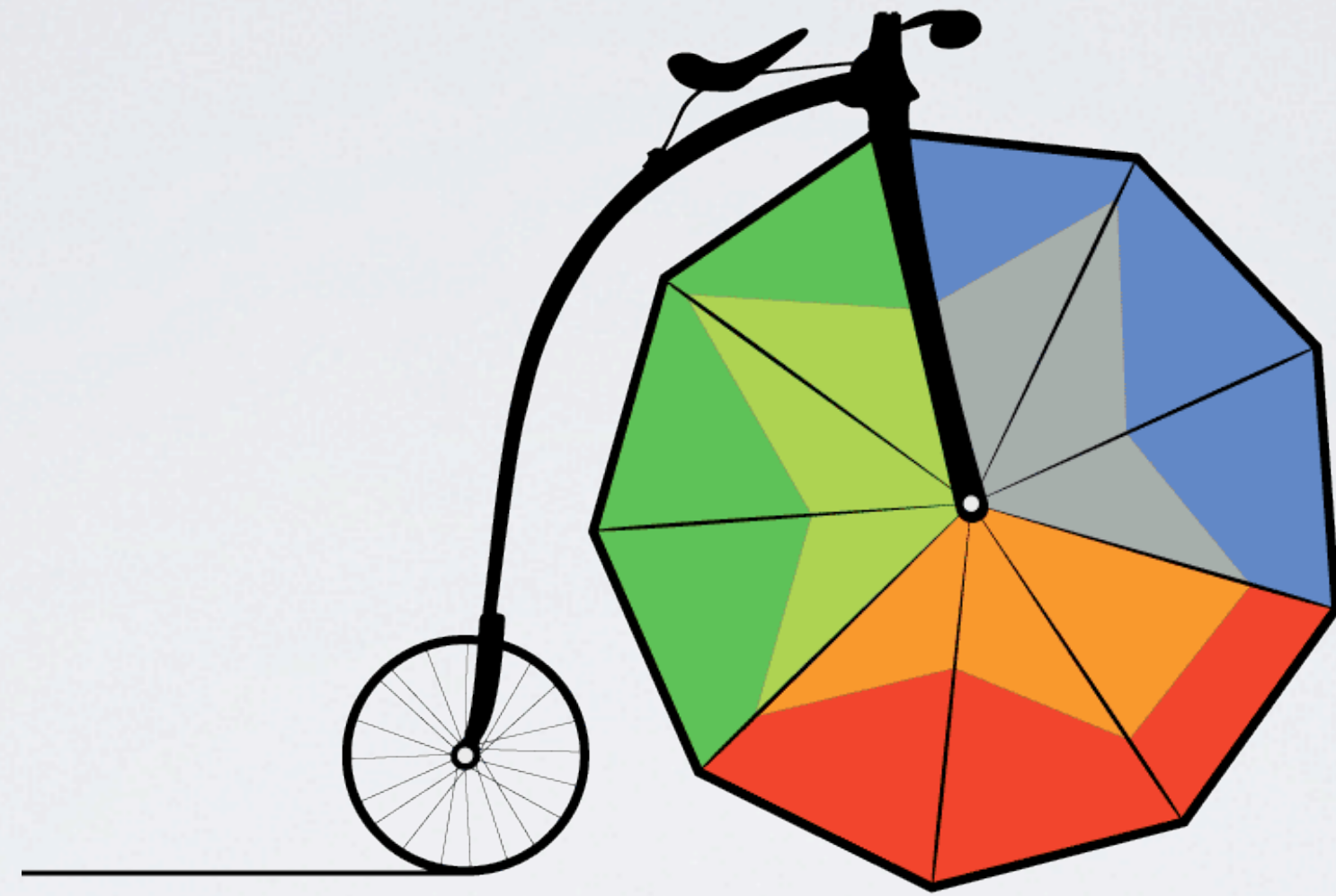


THE BEST COMPENSATION PLANS  
ALIGN THE INTERESTS  
OF THE SALESPEOPLE  
WITH THE INTERESTS OF  
YOUR COMPANY



# 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.



**UNSQUARING®**  
COMPREHENSIVE & SCALABLE  
TRANSFORMATION

[unsquaring.org/download](https://unsquaring.org/download)