

sales training for the winning mindset

HOW TO GET MORE OUT OF LESS EXPERIENCED SALESPEOPLE

In last month's article, we talked about the power of recruiting and hiring "Trubies" – salespeople whose youth, energy and mindsets give them a higher likelihood of success, despite their inexperience (typically they have been out of college for less than two years). We defined a Truby as a young man or woman, with an abundance of passion and ambition, regardless of whether his or her focus is scattered or mis-directed.

Trubies are the ideal solution for any company looking to attract young talent, and for any company that can't keep up with the need to retain or replace sales talent. Lacking emotional and psychological baggage from previous sales experiences, Trubies possess healthy, positive mindsets and are eager for coaching, mentoring and training. Well hired, well trained Trubies are the perfect business solution for growing companies that want to place their young people on a career path to become future sales superstars.

The focus of this article is on how to give Trubies the training they need to achieve their full potential. But first, let's tackle a little-known fact: most sales training programs don't work.

When we launched EntreQuest six years ago, we found that traditional sales training programs were almost completely ineffective over the long term. Seminars, Webinars, books and courses designed to help salespeople either concentrated solely on process, or were full of rah-rah hyperbole that got people fired up, but failed to provide a lasting impact.

So we began offering our curriculum with a goal that companies would put these theories into practice, measure the results, adjust the implementation according to their structure, make them their own, and ultimately grow their businesses.

Because these theories apply to training Trubies, as well as experienced salespeople, it will be beneficial to summarize the elements of a truly effective training program.

ESSENTIAL ELEMENTS OF PROPER TRAINING



Jason Pappas & Joe Mechlinski

You have often heard us reference the 80/20 rule (otherwise known as the Pareto Principle), whereby 20 percent of a given sales team generates 80 percent of a company's revenue. Our intention is that by implementing the following principles, your team of Trubies will develop the winning mindset that makes all of them 20 percenters. Train your Trubies to understand:

The Achievement Model – Put mindset before process to generate results. With the

Seen in:
Washington
smart CEO

Required Reading for Growing Companies

Reprinted Content from
Volume 3 Number 9 September 2007
2700 Lighthouse Point East, Suite 220A,
Baltimore, MD 21224
Phone: 410-342-9510 Fax: 410-342-9514
www.smartceo.com
Publisher: Craig Burris
Editor: Dave Callahan

right mindset, any generic sales process will be more effective. Without it, even the best "system" is bound to fail.

Choose to Win – When you change your beliefs, you can change your mindset. Success is a choice. And it's the choice that 20 percenters make.

Make the Choice to Choose – The beliefs that support your mindset are formed by experiences and, ultimately, your choices. Positive and negative experiences happen every day, which experiences are you choosing to focus on?

Put mindset before process to generate results. With the right mindset, any generic sales process will be more effective. Without it, even the best "system" is bound to fail.

Move. Say. Think. – Your mindset influences everything you do, and determines the results you will or will not achieve. Mindset manifests itself in three ways: physical movement, patterns of speech and patterns of focus. Know your recipe for success and create the results you're after.

The Dynamics of Communication – It's not what you say, it's how you say it. Words make up only 7 percent of communication. Voice quality and body language make up the bulk of how we communicate with each other. It's how you're saying it that matters.

Be Present to the Opportunity – Enroll clients through presence, rapport and engagement. Being totally present for some-

one is the key to being in and staying in rapport, and rapport is the key to engagement.

Master Nonverbal Communication – Engage your prospects through varying positions of strength: superior, inferior and equal. In any situation you can present yourself to another person in these three different ways. When your way isn't getting you where you want to be, try changing how you are communicating with them nonverbally.

Use Your Animal Instincts – Enroll prospects faster by understanding what motivates them. There are distinct personality types in the work environment. Know yours and know theirs and you'll find it much easier to be in rapport.

Know "The Trust Model" – Build a foundation for lasting relationships by understanding why we do and don't trust people: reliability plus sincerity plus competence equal trust. If one or more elements are missing, clients' and prospects' confidence in you could be at stake.

Understand the Difference Between Enrolling and Closing – Leave the door open to future business. When you "close" a deal, you close the door and you're only as useful as the problem you just solved, which is to say, not at all. Enroll in their mission and goals, enroll them in your solutions, and you'll be a partner for life.

Destinations and Drivers – Move clients along the path to "Yes." There are six destinations that you must move your audience through: suspects, prospects, smart prospects, client, repeat client. Skip steps and you're setting yourself up for failure.

Beware of "The Grape Zone" – Don't let clients, or your mindset, squash your motivation. Between each destination is a "grape zone" – the land of maybe. Get your mindset and your prospect to the next destination and out of the grape zone or, in the words of Mr. Miyagi in "The Karate Kid," "you will be squished like grape."

Leave the door open to future business. When you "close" a deal, you close the door and you're only as useful as the problem you just solved, which is to say, not at all.

Seek Ambassadors – Ambassadors are the key to referral business, and with ambassadors on your side, clients and prospects will

come to you.

Reveal the Need – Enroll your prospects through the needs/values selling model. Don't go into a meeting thinking that you know the answer when you haven't even discovered what the prospect's needs are.

Know the Difference Between Means Needs and Ends Needs – When you know the difference, you can turn one-off prospects into long-term clients because you got beyond the project at hand and enrolled in helping them reach their ends need: achieving their goals or fulfilling their mission.

Value vs. Process – Knowing the difference between providing value and just going through the process is the key to shortening the sales cycle. When people ask, "What do you do?" (process) what they are really asking is, "What value can you bring to me?" Tell them!

Create Value-Based Solutions – Understand your prospect's ends need and develop a value proposition that creates an irresistible return on investment.

Objections Are Opportunities – The great ones don't ignore objections, become defensive, or internalize rejection as commentary on their worth as human beings. Instead, they acknowledge the objection, align themselves with it, and redirect the conversation back to the ends need.

THE KEY TO TRUBY SUCCESS

The real driver of success for the Trubies on your team is not that they come to you with all the right skills, but that they have the mindset that allows them to learn the skills they need to succeed. These concepts are critical when training your Truby. But be aware that training is not an event, it's a quest, and one well worth taking. From an ROI perspective, a team of well hired, well placed, well trained Trubies can generate the same revenue as experienced salespeople, at a fraction of the cost.

Jason Pappas and Joe Mechlinski are principals of EntreQuest, a sales and leadership development firm focused on productivity and profitability.