MANAGING SALESPEOPLE: SEPARATING MADNESS, MYTH, AND METHODOLOGY

Presented by:
Leff Bonney, Florida State University & Vantage Point Performance
OUR PRESENTER

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Associate Professor; Vice President, Research & Product Innovation
Florida State University; Vantage Point Performance
A Quick Public Service Announcement
“We Don’t Feel So Well..”

Why are fewer and fewer sellers making their numbers?
Why are budget dollars being allocated to other functions at rate much greater than to sales orgs?
Sales processes are not properly aligned with the way that buyers make decisions.

60% and 57%

*FSU Annual Benchmarking study with ≈ 800 respondents each year. Survey sent to database of senior sales leaders.
6 minutes of a 1-hour sales meeting was devoted to something that was unique to the seller and important to the customer.
Sales Rep Symptoms

...Sales staff turnover in first two years still ≈ 40% in some industries.
The ability to replicate “Star Performer” behaviors is a top priority for senior sales leaders.

31% of senior sales leaders said that this was a top priority for their sales teams in 2018. Much higher than any other priority.

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Corporate Symptoms

Can Our Sales Team Even Spell "CRM"?
Corporate Symptoms

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Corporate Symptoms

Can Our Sales Team Even Spell "CRM"?

Why Do We Keep Investing in Things that Don’t Work?
Corporate Symptoms

“How would you rate the effectiveness of the adoption of a standardized sales methodology?”

Developing standardized sales processes and methodologies have generated lower than expected outcomes.

61% of respondents reported results of sales methodology implementation yielded lower than expected results.

*FSU Annual Benchmarking Study with ≈ 800 respondents each year. Survey sent to database of senior sales leaders.*
Corporate Symptoms

Can Our Sales Team Even Spell “CRM”?

Why Do We Keep Investing in Things that Don’t Work?

Is Sales Training Really Effective?
“We Don’t Feel So Well..”

Customer Symptoms

Rep Symptoms

Manager Symptoms

Corporate Symptoms

The BIG problem

OneSizeFitsAll-Itis
We Need A New Way of Thinking

Old Way

New Way
We Need A New Way of Thinking...Made Possible By Insight
3 Ingredients for Agility

- Insight
- Planning
- Execution
A New Way of Thinking...About Methodology

“...follow a well designed, consistent process of selling!”

“... sells the right product at the right time, using the right sales strategy, the right sales message and the right sales tool based on the situation presented by the customer”
The Case for Agility

FSU Sales Approach Study
≈ 800 Sales Reps from 8 Different Industries

Consultative Selling
Disruptive Selling
Product-Expertise Selling
Value-Based Selling
The Case for Agility

FSU Strategy Study
1499 Sales Reps from 3 Different Industries

Consultative Selling
Disruptive Selling
Product-Expertise Selling
Value-Based Selling

Average Performers’ Typical Approach
The Case for Agility

FSU Strategy Study
1499 Sales Reps from 3 Different Industries

Top Performers’ Typical Approach

Consultative Selling (S1)
Disruptive Selling (S3)
Product-Expertise Selling (S2)
Value-Based Selling
EXAMPLE - 5 Different, Yet Common, Buying Situations

Proactive Partner

Stuck in A Corner

Reactive

Old School Staffing

New To Workforce Solutions

22%
18%
17%
24%
19%
EXAMPLE - Selling Strategy With Highest Win Rate in Each Strategy

- Chances of Winning

- Proactive Partner
- Stuck in A Corner
- Reactive
- Old School Staffing
- New to Workforce Solutions

- Consultative Selling
- Product Expertise
- Value Selling
- Disruptive Selling
# EXAMPLE - Selling Strategies Used in Each Situation

High-Performing Reps Versus the Rest of the Sales Org

<table>
<thead>
<tr>
<th>Reps use these selling styles x% of the time...</th>
<th>Proactive Partner</th>
<th>Stuck In A Corner</th>
<th>Old School Staffing</th>
<th>New to Work Force Solutions</th>
<th>Reactive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product Selling</strong></td>
<td>28% (10%)</td>
<td>50%</td>
<td>20%</td>
<td>27% (35%)</td>
<td>17% (25%)</td>
</tr>
<tr>
<td><strong>Disruptive Selling</strong></td>
<td>16% (20%)</td>
<td>21% (80%)</td>
<td>5% (80%)</td>
<td>2%</td>
<td>22% (65%)</td>
</tr>
<tr>
<td><strong>Consultative Selling</strong></td>
<td>16% (61%)</td>
<td>9% (80%)</td>
<td>29% (20%)</td>
<td>45% (55%)</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Value Selling</strong></td>
<td>24% (29%)</td>
<td>18% (80%)</td>
<td>44% (20%)</td>
<td>25% (10%)</td>
<td>35% (10%)</td>
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</tbody>
</table>
Build the Selling Guides

- Proactive Partner Strategy Guide
- Old School Staffing Strategy Guide
- Stuck in a Corner Strategy Guide
- New To Workforce Solutions Strategy Guide
A New Way of Thinking...About CRM

Ask sales people to report on what happened in the past so senior leadership can make long-term adjustments.

Ask sales people to report on what’s going on at the moment so they can be provided with guidance on “what’s about to happen and what to do about it”...allowing for more, near-term adjustments.
<table>
<thead>
<tr>
<th>Getting an Opportunity</th>
<th>Winning the Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualify</td>
<td>Engage</td>
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<tr>
<td>Pursue</td>
<td>Propose</td>
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<tr>
<td></td>
<td>Implementation Planning</td>
</tr>
<tr>
<td></td>
<td>Agreement</td>
</tr>
</tbody>
</table>

- **Consultative Selling Strategy**
  - Needs Discovery
  - Build Solution
  - Present Solution

- **Disruptive Selling Strategy**
  - Create Awareness
  - Triage
  - Coach the Process

- **Value Selling Strategy**
  - Establish Ideal
  - Define the Costs
  - Present the Value

- Situation ID Tool

- Confirm Situation and Strategy Used
A New Way of Thinking...About Training

All reps follow a sequence of training at defined, tenure-based, milestone

Reps utilize different modes of learning to place more or less emphasis on areas of weaknesses and strengths
Understanding Where to Train at an Organizational Level

Manager Academy Approach
- Coaching Basics
- Pipeline Mgmt Coaching
- Territory/Account Mgmt Coaching
- Opportunity Mgmt Coaching
- Agile Selling

Sales Academy Approach
- Foundational Selling
- Coaching Rhythms – Developing Cadences and Sequences Across Coaching Areas

Who really drives sales...Managers? Reps?
Individual Sales Rep’s Ability to Execute Different Strategies

**Consultative Selling**
- Needs Discovery
- Solution Development
- Solution Presentation

**Product Focused Selling**
- Establish Credibility
- Educate on the Product
- Differentiate

**Value Selling**
- Establish "Ideal"
- Define the "Costs"
- Present the Value

**Disruptive Selling**
- Disrupt the "Norm" & Create Awareness
- Assist with Triage
- Coach the Process

- Green = Rep is able to deploy the tactic
- Yellow = Rep is somewhat able to deploy the tactic
- Red = Rep is not able to deploy the tactic
A New Way of Thinking...About Hiring

Reps are hired based on a profile of success...if the candidate is a match, then hire ‘em!

Reps are hired with the understanding that there are multiple paths to success and that the manager/rep fit is hugely important.
Recruiting and Selection Maturity Curve

**Level 1**
Basic Behavior Interviewing Program

**Goal:** Develop a basic behavior approach to interviewing and selection. Provide managers with more structured way of assessing key competencies using behavioral-based questioning.

**Level 2**
Tailored Interviewing Program

**Goal:** Align behavioral interview techniques with assessment results so that managers understand how to explore potential weaknesses based on the potential employees recruitment profile.

**Level 3**
Rep-Manager Matching Program

**Goal:** Develop a recruitment and selection program that accounts for the manager that will be onboarding and coaching the new sales person.
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Level 2: Assess Sales New Hires and Develop Customized Interviewing Guides

Candidate Report For: Jane Doe

Below are the results of Jane Doe’s recruitment report. Please note that the profile of this candidate and the suggested behavioral-based interview questions that are needed to further explore this potential new hires strengths and weaknesses.

Candidate Profile

- Relational Seller
- Charismatic Seller
- Expertise Seller
- Hard-Charger Seller

Profile Type | Behavioral Questions to Leverage
--- | ---
This candidate is a Relational Seller and is very strong at building trusting and deep relationships with customers. | In your next conversation with this candidate, make sure that you explore:
Q10 – Time and Task Focus
Q12 – Ability to Gain Commitment
Q20 – Ability to Solve Problems
Finish this Sentence...

Sales people don’t quit a company, they quit a ________________.
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Eharmony for Reps and Managers

Candidate A: Expertise Seller

Manager Types
A New Way of Thinking...About Coaching

Managers need to follow a consistent process and consistent rhythm of coaching.

Managers need to be agile in their approach to coaching using the right coaching strategy and rhythm based on the situation presented by their team.
3 Ingredients for Agility

- Insight
- Planning
- Execution
PLEASE BE SURE TO SPEAK INTO THE MICROPHONE. WE’RE RECORDING!

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