

# Chapter 1

## How to Use This Sales Training Resource for Optimal Results

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## Who Can Benefit from This Book

A wide variety of sales professionals will own and utilize this book. In recognition of that, it has been designed to accommodate:

1. **Serious trainers**, who can immediately build programs off each chapter
2. **Sales managers**, who might want to use stories and tips to run weekly sales meetings
3. **Senior sales or human resource executives**, who want to redesign existing training to incorporate the latest and best practices so that they see an increase in revenue (additional strategies on this are in Chapter 30)
4. **Entrepreneurs**, who are hiring experienced or rookie reps and need some focus on key elements of the sales process to ensure a greater measure of selling success
5. **Sales professionals**, who are hungry for new ideas they can apply to improve personal performance

The next sections will cover the structure of the book, how training pros prepare to train sales pros, my unique spin on anchoring learning (which is to teach *concepts* using an anchoring phrase attached to each lesson), and what this book is *not* useful for.

## Complex vs. Simple Sales

It might or might not be important to note the distinctions between these two basic sales scenarios.

Let's look at some of the unique characteristics of a *complex* selling environment. Then read on to find out how the training elements in this book apply. You might be a bit surprised at how little it matters whether we're training complex or simple/transactional sales professionals.

- Complex sales are often attained at the C-suite level. Sales professionals and their team must be perceived as peers of the C-suite decision-makers.
- They require multiple calls over time, designating the value of these solutions, as buying parties must commit to investing in the process as well. So we have a much longer sales cycle.

- There are most often both teams of decision-makers as well as teams of sales pros. This involvement of stakeholders includes highly valuable and highly critical work from support personnel on both sides of the table. A good example of this is the classic Miller Heiman approach, which designates buyers by the acronym *CUTE*. Decision-makers can be leaders who represent each of the *CUTE* pieces of the selling puzzle. They can encompass a Coach (or internal advocate or champion), Users (those in the buyer's company who are working with the solution on a regular basis), Technical buyers (often involved in approving and implementing solutions to match existing systems), and Economic buyer(s) who ultimately approves and/or signs the check to acquire the solution. Each of these groups is represented by an executive looking out for the best interests of his or her department or team.
- Implementation can be complex for the buying organization.
- Deep research is often required on prospects as well as competitors. Because of this, support personnel are critical to the sales process. Also, research is undertaken during sales dialogues through masterful questioning, a key component to gathering data before presenting a solution.
- Solutions are often custom-designed for each buyer. Because of this, a total solution can negate pricing differentiation and give an advantage over competing offers. Return on investment (ROI) can therefore be defined in a variety of ways. Because of this, quantifying solutions becomes critical to attaining a successful complex sale.
- Ongoing relationships are often a component of complex sales, which means the selling organization will often assign account managers to provide ongoing help for the buyer.
- Organizations that understand the politics of a buyer's situation can gain additional advantage in the proposal process.
- Request for Proposals (RFPs) are often requested by the buyer to formalize the relationship and give the sales organization a seat at the table to begin selling the opportunity.
- Because of the formal contract-based relationship, negotiation becomes a critical part of the sales process.

- Deep understanding of a prospect's decision-making criteria can impact either negatively or positively on the solution(s) being created and offered.

And what we have just described about complex sales is much less complex than are international solutions in today's global selling environment.

Many of the bullet points above are not trainable elements for a salesperson, but descriptive of the selling relationship. The traits of complex sellers are described below.

Great complex sellers are masterful with words. They present well and are perceived as peers by C-suite stakeholders. They ask superb questions. They gain commitment from buying teams. They collaborate powerfully with their own team to craft solutions that are so desirable to the buyers that a YES becomes inevitable.

I really look at this handbook of sales training best practices as a book of language skills. Here's where, within these pages, you can train the sales pro who has to master a complex sale.

Look at the list of chapters below that are focused on learning strategies; then check out the most critical things upon which you can focus.

Chapter 3—The Many, Many Values of a Selling System

Chapter 4—Competitive Intelligence and Prospect Research

Chapter 5—Potent Communication Skills

Chapter 6—Buyers' Behavior and Decision-Making Strategy

Chapter 7—Potent Proposals

Chapter 8—Pre-Work for the Sales Call

Chapter 9—Establishing Rapport

Chapter 10—Prospecting

Chapter 11—Opening the First Meeting

Chapter 12—Qualifying and Disqualifying Prospects

Chapter 13—Bypassing Gatekeepers

Chapter 14—Power Questions

Chapter 15—Practicing Listening Skills

- Chapter 16—The Ultimate Objection-Handling Tool
- Chapter 17—Solution- Versus Consequence-Centered Selling
- Chapter 18—Practicing Presentation Skills
- Chapter 19—Closing
- Chapter 20—Debriefing the Call
- Chapter 21—Following Up After the Sale
- Chapter 22—Up-Selling and Cross-Selling
- Chapter 24—Know Your Numbers
- Chapter 25—Finding and Utilizing Mentors
- Chapter 27—Negotiating for Sales Pros
- Chapter 28—Mental Health for Sales Pros
- Chapter 29—Ethics for Sales Pros

What's most critical? Chapter 20, Debriefing the Call.

A salesperson who is already in a role that requires managing complex sales probably has enough experience, insights, and assistance to get to the table. It's the coaching along the way that moves the company's offering into position to close the complex sale.

This is about adjusting, tweaking, going back to your stakeholders (finance, operations, engineering, manufacturing, technical leaders), and gaining concessions and adjustments to your firm's offerings. You need a deep, detailed debriefing to continue to advance the opportunity.

While writing this, I went back to the Foreword of Jeff Thull's outstanding book, *Mastering the Complex Sale* (2nd ed.; 2010). Wayne Hutchinson, a vice president of Shell International, relays this dialogue on Thull's contribution to his company's increase in sales performance between 2004 and 2009:

We asked, "What's the business value of our anticorrosion tool?"

"Business value? It doesn't make money. It eliminates corrosion in the processing room in a refinery or chemical plant."

"Sure, but what happens in the absence of this tool? What happens if you don't eliminate corrosion in the processing room?"

“Well, eventually there will probably be a fire or an explosion.”

“If that happened, what would be the consequences—what would it cost the customer?”

The value-hypothesis lights began to flicker on.

Interesting that Hutchinson chose, out of all the outstanding impact from Thull’s work, a re-framing of language to highlight his key learning.

You will see this, as well, in the latest offering to sales professionals, a fascinating work titled *Sales Chaos* by Brian Lambert and Tim Ohai (2011). The authors present potent language choices throughout the book.

So complex sale or transactional sale, your teams will gain outstanding skills by adopting the ideas from *The Ultimate Guide to Sales Training*.

## Book Structure and Approach

Each chapter includes an explanation of the strategy being discussed. You then will read a description of how this piece of the selling puzzle improves sales professionals’ performance.

A *story* then presents a scenario where the concept is applied. Apart from stories, I’ve used jokes, odd news items, research—almost anything to quickly capture attention and illustrate the point of the chapter. The power of storytelling is a huge asset to the training environment. My original sales training brand was built from a collection of more than six hundred selling blunders, which I used to teach salespeople. If you are intrigued by the use of stories, odd news items, and more to offer tips to your reps, have a look at over three hundred examples, often using hilarious personal tales, at [www.SalesAutopsy.com/blog](http://www.SalesAutopsy.com/blog) (Figure 1.1). I encourage you to

**Figure 1.1.** [www.SalesAutopsy.com](http://www.SalesAutopsy.com)



model this approach for any internal publications to the team, whether you touch them by email, newsletter, or audio recording.

Embedded within each training module is a *concept*, a phrase that is offered to anchor the learning. This is key, as it helps give focus to the learning. The simple phrase is easy to revisit. It can even serve as a catchphrase for your sales pros to repeat when they're asked: "What is the reason this module is important to your sales lives?" Because this element is so important to embedding information into reps' brains, a detailed explanation of the use of concepts is included later in this chapter. *Training content* follows, including an *exercise* to reinforce and practice the learning.

This structure, *Story, Concept, Content, Exercise*, is so simple I use it for even short sales meetings.

Here's a quick sample lesson on the topic of buyers.

## Buyers

*The sheriff says to the outlaw, "I'll give you a fair chance. We'll step off ten paces and you fire at the count of three."*

*The men pace off, the sheriff shouts, "One, two"—then he suddenly spins and fires.*

*The dying outlaw says, "I thought you said to fire on three."*

*The sheriff said, "That was your number. Mine was two."*

When you're selling, did you ever notice that your buyer's timing is never quite in sync with yours? Not on the same page? Not working with the same number?

For example, as sales pros we prefer urgency and a quick decision. As buyers we're often fairly cautious, slow, even methodical, before making our choice.

So shame on us, when we sell, that we are surprised by buyers who won't give us a clue how soon they're deciding what to decide. Our ability to get in the head of the buyer, to understand his or her perspective, his or her view of the sales process is critical to selling success. Today's training module will focus on the value of seeing life from the view of the buyer.

## Buyers, Cont'd

### Exercise

Discuss and/or write down what you think is going on in a buyer's head when you sit with him or her. Then list on a piece of paper or a flip chart, in contrast, what you might be thinking.

Reponses might include:

- *Buyer's Perspective*—This person is here to sell me. I will probably offer some limited information, but her questions will reveal whether she really cares about what I need here or whether she's just here to sell, regardless of what I really want or need.
- *Salesperson's Perspective*—I hope this person is the one making the decision. And we're a bit more expensive than other options, so I sure hope that their budget is broad enough to embrace our solutions. If I can get certain questions answered (honestly!), I'll be in good shape to sell this firm.

Notice how the only thing both people have in common is uncertainty about the other person's intentions. Buyers often want to make the safest decision they can and they need to trust the seller early on in order to advance the conversation closer to the close.

If a salesperson doesn't have a clear understanding of the buyer's feelings, intentions, and decision-making process, the two of them could end up in voicemail jail after the call—never again connecting with one another.

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There you have, in about four hundred words, a quick lesson on buyers. This can be used to later reinforce that actual training. Also, from a writing standpoint, notice the technique of tying the lesson, in the final words, back into the story. We had an outlaw and a sheriff, and the wrap-up warns about ending up in voicemail "jail."

In conclusion, the massive amount of content you have in your hands right now should help you feel that you're in the happy hunting grounds of sales training. This book can be used informally by pulling a chapter out to focus on, or formally, by breaking down a chapter and working with reps over sixty to ninety days until they get the ideas, adapt them, and show results.

## What This Book Is Not

*The Ultimate Guide to Sales Training* is not a step-by-step “cookbook” that will guarantee you a highly motivated, successful sales team if you simply follow a formula or methodology or a certain training template. Offering such a guarantee is not practical, nor would it be truthful. Your role as a trainer or sales executive is to translate the strategies and techniques into a training environment in which your facilitators can help your sales pros adopt the learning, then put it into play—changing behavior in order to increase revenue—so that the company receives a return on the sales training investment. This book offers a broad and ultimately useful tool for a wider audience as well, which includes sales training and development professionals; sales managers; entrepreneurs who double as sales executives and managers, and coaches or mentors. This large group of sales professionals, who are charged with performance improvement, are always seeking personal or one-on-one tools and exercises to better the knowledge, skills, abilities, and attitudes of the selling staff. And for you sales pros who are brave enough to buy a book that’s this dense with strategies: I applaud your desire to improve on your own or to gain the knowledge to someday be able to run your own sales force.

You might not be a true training professional where your role, full-time, is facilitating programs for the selling team. You might fall into another category of user. Let’s look at the various roles of individuals and groups who could have this book in hand, and how they can best use it to improve sales performance for their firms.

- *Sales training professionals*. You get this book. It has new content, which will be refreshing to use and could have a huge impact on your team’s performance. Just keep your focus on the endgame of *changed behavior*. It’s not knowledge transfer (what good is a smart salesperson who doesn’t put ideas into play?). Make sure your facilitation skills are outstanding and have fun, going to work right away. You might look at this detailed resource as an opportunity to connect with upper-level management and sell the idea to lead the charge on a newly rejuvenated sales system. There’s a lot here, Have fun and pay close attention to the use of *concepts* for anchoring learning.
- *Sales managers*. If you’re managing a team, you might have some training experience, but what you probably have little of is *time*. So focus on key

pieces of the sales process puzzle. These include making sure your sales pros do a great job of qualifying and disqualifying prospects (Chapter 12). Help them to craft a powerful opening conversation (Chapter 11). Have each develop power questions (Chapter 14). See that the team creates responses to resistance by utilizing the unique and potent Ultimate Objection-Handling Tool (Chapter 16). Finally, you should become an expert at doing a thorough debriefing (Chapter 20) in order to correct and redirect your sellers' focus on skills and behaviors during sales calls. If time really is an issue, just use the exercises as they're designed and hold that team's feet to the fire in order to make sure that they are changing their behavior so that they improve performance.

- *Entrepreneurs who oversee sales teams.* As you seek to grow your organization, you'll find that all the masterful marketing in your world will not come to fruition without selling skills to convert prospects into clients and customers. How well do you understand the steps in the selling process? How well can you sell yourself? How well will you manage, encourage, and coach your salespeople until you can hire someone to fill that role? This book can form the foundation of your company's selling system. Find someone you trust to work through it, with your guidance, and create and name your sales methodology.
- *Coaches and mentors.* You work in a more relaxed atmosphere than those formal training sessions or sales managers' meetings. Take your time to work through the most important elements in this book. I'm assuming you'll do some assessment prior to coaching, in order to identify what areas of the sales process are key to helping your client or salesperson. So focus on strengthening strengths and managing weaknesses.
- *Senior sales executives.* Do you have the latest best practices built into your corporate selling methodology? It's time to redesign. Within these pages you will find strategies to embolden your selling team, whether they are approaching buyers with the simplest, most basic transactional offerings or whether your team is creating the most complex products, services, or processes imaginable. Pay close attention to the key elements of the selling process (Training the Sales Pro to Sell, Chapters 9 through 22). Get feedback from your managers, sales professionals, even trusted clients, to

identify what areas need work or need to be re-worked. Then put a team together to re-craft your existing sales training.

- *Sales professionals.* Brave soul! What area of your sales life could use improvement? Find a sturdy desk upon which to set this book and set to work learning how to better yourself. Here's a special tip I offer at every keynote and sales training experience I facilitate: Go find someone to teach what you've just learned. The best learners become teachers as soon as they adopt new ideas. With whom will you choose to share this? You will also create accountability to put your newly adapted ideas into practice (we'll continue to revisit the idea of behavior change).

Now, let's look at how trainers (and those of you filling that role) can get ready to work with sales improvement content, based on level of experience, within the training profession.

## How Training Pros Prepare to Train Sale Pros

There's an old story about a golf pro and an amateur (in our telling, he's also a sales rep). They are on the driving range before a big charity tournament. The amateur is on his third bucket of balls, nervous about embarrassing himself in front of the pros, his peers, even potential clients who might be at the award ceremony. His pro partner casually walks up to the practice tee with a driver over his shoulder. He reaches into a pocket, pulls out five balls, and drops them on the mat. He lines up the first ball, hits it, and 90 seconds later has finished smacking the other four. He turns to head back to the clubhouse.

The sales rep is stunned. "Excuse me, but is that it? Is that your whole warm-up routine?"

The pro smiles and says, "Rick, if you didn't bring it with you, you're not going to find it here."

*If you didn't bring it with you, you're not going to find it here.*

What message does that statement send to you about getting ready for your big event—the training experience?

To me, it's this: The number one practice that you as a training pro can engage in is the *prepare* to train. This includes each of these three typical individuals who fall into sales trainer roles.

1. New trainer hires with no sales experience and no training background
2. Skilled trainers who have no experience or clear understanding of the real world of selling
3. Salespeople who are moved into training roles with little or no training experience

The fourth category is, obviously, skilled, experienced trainers who have solid sales backgrounds. So if you fit that profile, pay attention as well.

## Quick Sales Training Preparation Tips

### 1. New Trainer Hires, No Sales Experience

First, you should know that this animal really exists and is not in danger of extinction. Over the past ten years working with the American Society for Training and Development (ASTD), I have encountered dozens of trainers who tell me they handle things like diversity or new software applications and add, "I do some sales training as well." This includes mature businessmen and -women as well as students, fresh out of college. You think sales reps have to have thick skin to sell? You'd better be thicker-skinned to train 'em. If you're a rookie, here are some things you can do to enhance your image:

- Get the language of selling down, so you don't stumble over concepts and strategies. This includes industry, corporate, and cultural terminology.
- Get in the car or on the phone! About twenty-five years ago I experienced a very unusual week of training. As a recruiter who was going to work placing sales reps in the medical field, I was given an out-of-state Yellow Pages phone book and told to begin making sixty calls a day to sales managers and HR people who hired advertising reps. The company knew I was going to screw up and encounter lots of objections that were new to me. They preferred I do it away from my backyard and away from my actual prospects. And getting beat up over three hundred phone calls offered an amazingly deep dunking into the selling of recruitment services. Although I always wondered—and never got a good answer—whether my practice work was just screwing up the image of the actual ad recruitment people in the major city where my Yellow Pages came from. So if you had a difficult time selling recruiting in Boston during the 1980s, I apologize.

Let me know how I can make it up to you. The point of all this is that trainers who lack sales experience need to actually sell in order to best relate to learners.

- Know all your content cold. Few things are worse for learners than to have the instructor read out of a book. Years back I was reviewing sales training for a major credit card company and was shocked to see a young woman reading from a manual for a full eight-hour day of training. She clearly was unfamiliar with the content. I told the national sales manager that she was insane to have that person working with salespeople (when people pay you enough for your advice, sometimes your comments are only affirming their greatest fears). The problem actually resided with the sales training vendor. This firm was equally at fault and proved good at fooling a buyer into buying sales training content, without worrying about the experience of effectively administering it.
- Have *great* facilitation skills. Sales audiences are as tough as you'll find anywhere. You'd better be able to banter and have fun and, at times, be able to stand up to someone who questions your credibility with comments like: "Look, you've probably read more sales books and had more training than I've had bowel movements. But you're probably here because you don't apply all those things that you could have—to make you (and the company) more money. So just as you'd take money from a buyer you wouldn't date or marry, I expect you to tolerate my youth or inexperience, focus on the content, and put it into play." Now I'm not suggesting you antagonize your learners. But I bet you'd get a laugh and tons of respect for saying something like this with a BIG smile on your face. Remember most of all that making a classroom a safe place for everyone is a key function of the trainer. So be cautious. But I guarantee you can say and do things with sales trainers that you can't do with other employees in other roles. For loads of great information on presenting, see Chapter 18.

## 2. Skilled Trainers, No Sales Experience

- Get the language of selling down (see previous comments).
- Know all your content cold (see previous comments).

- Get in the car or on the phone (see previous comments).
- Acquire a clear understanding of a learning environment.
- Use your facilitation experience, and please avoid lecturing.
- Feel free to briefly embed success stories of your own that support teaching points. In fact, you might have encountered a wide variety of salespeople over the years, so pointing to your experience as a buyer can enhance credibility with a group of sales reps.

### 3. Salespeople, No Training Experience

- Play off your sales experience by tying stories of your own to each training piece. Salespeople love war stories, and your ability to share them to support teaching points is powerful.
- Focus on the learners first; they are really here to get better, not necessarily to judge or even enjoy their trainer. In other words, don't be tempted to get carried away regaling everyone with your experience and success stories.
- Know all your content cold (see previous comments).
- Get *great* facilitation skills (see previous comments).

For each of these three types of trainers, it is mandatory to go to train-the-trainer training. This could cover platform/performing/facilitation skills as well as design skills. This is fine because it is highly valuable to understand how and why training programs are crafted to be most effective in the classroom.

The premier organization that provides this training, as well as a variety of certifications for anyone who trains for a living, is Langevin Learning Services ([www.langevin.com/](http://www.langevin.com/)). Find local workshops listed at their website to see how quickly you can enhance your ability to facilitate a great training experience for your company's sales professionals.

### 4. Sales Training Professionals

You'll notice some very unique content in this encyclopedia-sized manual. So whether you are using training handed to you, or redesigning and embedding new content into your company's new sales system, enjoy the new knowledge, exercises, and responses you'll obtain when you facilitate these

techniques and strategies. And when you develop your own exercises and have noteworthy experiences and feedback from the training, let me know about it at Dan@GotInfluenceInc.com.

## Teach Concepts to Sales Pros

This is a key to really reinforcing learning with your sales professionals.

A *concept* is an idea derived from a specific occurrence. To use this in training, you back off from a teaching moment, a story, or lesson, and create a simple idea. This is offered to learners in order to anchor each session's key point.

To use concepts most effectively, you'll want to teach your team the key to each module by stating the purpose of the session. You'll then summarize it by offering a "phrase that pays." This is a snapshot of the concept you want them to remember. Do this and you'll anchor learning in a deeper way than having them just learn and practice specific techniques.

**Here's an example.** Many reps work hard to spend time presenting their solutions to an individual who is not the true decision-maker. Tony Parinello is the sales guru who built his reputation on teaching reps to make sure you sell to VITO, the very important top officer. In his best-selling book, *Getting to VITO* (2005), he talks about "Seemore." This person isn't VITO. He or she is someone who always wants to see more of everything—you, presentations, phone conversations. You know this person, the man or woman who believes he or she serves the company as a conduit to the decision-maker. But that doesn't serve you in helping to sell your products or services to this person's organization.

As you help reps learn to avoid these time-wasters, the concept would be this:

***You cannot get a NO from someone who can't give you a YES!***

Your "phrase that pays" would be:

***Who's really in charge?***

This succinctly addresses the need to invest your selling time into the person who can say YES and see that you are handed a check. When you wrap up each module, make sure that your reps can state the phrase that pays in order to keep their focus on the bottom line of the day's learning.

*This concept becomes doubly powerful after the training experience in coaching and managing reps.* A simple reminder of this phrase can serve to both gently guide sales reps back on track when they are wasting time or as a harsh reminder (based on how you motivate each individual) that you won't tolerate their time-wasting. So they must get back to finding the person who is really in charge.

I learned the power of concepts when I worked with Dr. Edward De Bono, the world's leading expert on creativity (with more than seventy books under his belt). His concept extraction strategy is brilliant. Check out his works at [www.debonoconsulting.com/lateral-thinking-alternatives.asp](http://www.debonoconsulting.com/lateral-thinking-alternatives.asp).

Many years ago, as De Bono's sole sales rep in the United States, I went through all certification training. I then began to call on corporate executives who had major problem-solving issues or wanted to develop new products. Fascinating work, as you'll see from the example that follows.

Here's how Dr. De Bono uses concept extraction to solve a problem:

Let's say we have a glass of water; we cannot touch the glass ourselves but need to remove the water.

One person suggests pouring rocks into the glass, forcing the water out. What is the concept behind this? Displacement. What are other forms of displacement? You could dangle a balloon in, then blow it up.

Another person suggests using an air hose to blast the water out. The concept? Energy. Another energy alternative? Evaporate the liquid using the energy of heat with a bright light or heat underneath—to turn liquid to gas.

A third suggestion might be placing fabric/sponge in the glass, from which we extract the concept of absorption.

And on we go. We can now solve our problems or build our new products from any of these points forward. This actually becomes kind of fun to do. De Bono's work has been embraced with global acclaim. I was amazed to find that Edward used his success to buy islands. You read that right. The man owns four islands around the world. I mention this here because the next chapter encourages you to talk with your reps about what success really means and how attaining world class sales status can enable them to buy things that they feel great about and that can wow others.

(By the way, ask me in person sometime about how I honored this prestigious, internationally acclaimed authority on business creativity by playing a very funny practical joke on him. I point this out for one simple reason: sales pros should be having fun throughout their normal workday. This profession is tough and can be both rewarding and discouraging—the typical low closing ratios mean your salespeople have negative results 80 to 90 percent of their careers. So having fun is a beautiful way to blow off steam and reduce the stress.)

Concepts should be your secret weapon to anchor learning throughout a training program. Here are five of my favorites:

1. *Great selling pros can predict the future!* Once you've developed a potent response to every objection you could possibly encounter, you'll have no surprises on a sales call. The trick is to confidently and casually respond to resistance in a way that you know will advance the sale.
2. *Perspective.* Learn to look at things from the buyer's point of view. This one's easy. How can you teach it? Is there a story you can use? I have a game I taught my kids that teaches perspective. This completely transforms how they interact with others. Your ability to see things through the eyes of others is a powerful skill to own.
3. *Who do you compete with?* Everyone's first guess is themselves. Next guess is the cheapest source. But the answer is a great jumping-off point for training and selling the value of training. Want the answer? Email me at [Dan@GotInfluenceInc.com](mailto:Dan@GotInfluenceInc.com).
4. *Number one problem sales pros face.* The answer is *they chase poor prospects*. So how do you help them focus on who's worth attending to and who they should ignore? This is easy; everyone has a nightmare story about hunting a big client where nothing materialized. I did a keynote at a major sales conference (REMAX) where I asked for these stories and gathered amazing disasters, time-wasters, energy-wasters, and lost sales revenue. All these people could have been working with qualified buyers, but had no specific strategy to qualify or disqualify. The "winner" of the event actually chased a buyer for ten and a half years before realizing he wasn't going to buy.
5. *If you can't measure it, you can't manage it!* Thank you, late, great Peter Drucker for this. This one's simple: Know your numbers! If a rep is

making forty phone calls a day and earning \$60,000, bump that to fifty calls and she earns \$75,000. What if she handles her top objection more effectively and the closing ratio goes up, too? Measure to manage.

You will find the use of concepts in this book in Parts Two and Three, where you'll be working directly with the sales team members to improve performance. It's possible to have multiple concepts in some modules. Find what works best for your organization and use it.

In conclusion, I encourage you to pay close attention to concepts. Create your own phrase that pays, or better yet, have the team you're training help to create one per group. People have stronger ties to ideas they've personally built.

Let's now get into the meat of *The Ultimate Guide to Sales Training*.

<http://www.pbookshop.com>