



What Reps Need from Managers Help them get better!

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You may be the official person to evaluate your sales reps, but they are constantly evaluating you, too!

We've been discussing the monumental importance of the sales manager and what your reps most need from you. While they may not verbalize it or think about it, they really want you to help them get better.

What does that mean? Buying bagels? Holding contests for recognition and tickets to the movies? Developing team spirit? These actions are good, but helping each rep develop more skills and talents is overwhelmingly more important.

People want to keep getting better at what they do, and that especially includes sales reps! Besides the financial factor, it makes their jobs easier, more fulfilling and less stressful. That in turn leads to an enhanced personal life and a better basis for their future.

This applies particularly in sales. If we can sell, we'll always have a job, regardless of what happens in life. You have an opportunity to add to the *life* of these individuals.

There are countless ways you can help reps sell better. Here's an effective process:

1. Understand what they're doing. This involves both observation and discussion. How does each one sell? Where are they missing opportunity? What is unique in their sales process? The purpose is to determine how they can get the best results in the least amount of time.
2. Find ways to let them practice the changes you've identified. This includes *accountability* for practice and change. Changing behaviors and habits is hard for anyone — we need support and follow-through to drive ourselves forward.
3. Set up ways for reps to learn and gain ideas from each other. One thing that most teams need is more time spent discussing techniques and successes as a group. It's too easy to get caught up in problems during meetings. Unless it's a critical issue, avoid the negative and stay on the positive!
4. Let them know you care about their personal growth, and ask *specifically* what you can do.

But what can you do if you're still new or less experienced than your reps? It's not uncommon for managers to have reps that are better salespeople than the managers themselves. Managers are promoted for their leadership potential, not merely for their selling skills.

These top performers are people who may be *most* motivated to improve, so don't avoid helping them. How you coach, though, may be different. Certainly avoid making any statements that sound like:

- "You're doing great; you don't need me or my time."
- "I'm the boss now. You'll do it my way."

I've worked with many experienced high performers who are elated with a new, inexperienced manager. Why? They're getting support, caring and respect. And they still want to improve!

As a less-experienced manager, how can you coach these reps? Here are three ways:

1. Acknowledge their experience and expertise, and again, ask what you can specifically do. They'll tell you.
2. Don't ignore them — spend time with them! You'll learn, you'll advance your experience through them, and you'll be giving them recognition.
3. Offer them successful ideas you've observed through other reps. Over time, you *will* gain experience and credibility to provide valuable coaching.

View your mission as improving skills. You can make an enormous difference

Unleash Your Sales DNA® is a sales effectiveness company that provides extraordinary and unique technology that drives extraordinary and lasting results.

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