

Win -Win **Sales** **Management**

**A Powerful New Approach for
Increasing Sales from Your Team**

Pat Weymes



Win-Win Sage Management

*A Powerful New Approach for Increasing
Sales from Your Team*

Pat Weymes

PENTAGON PRESS

WIN-WIN SALES MANAGEMENT

First Indian Edition: 2006

© Pat Weymes

ISBN 81-8274-142-4

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, except for the inclusion of brief quotations in a review, without prior permission in writing from the publishers.

Published in arrangement with
Oak Tree Press, Dublin
by

PENTAGON PRESS

A-38, Hauz Khas, New Delhi-110016 (India)

Phones: 011-51656996/7/8, 51517091

Telefax: 011-51656997


Sales Office: Flat # 105-106, 4262, St. # 3
Ansari Road, Darya Ganj, New Delhi-110002

Phones: 51563901/2, 23287705

email: pentagonpress@touchtelindia.net

Website: www.pentagon-press.com

Printed by New Elegant Printers, New Delhi.



For Cameron with love

Foreword

I first met Pat Weymes ten years ago. I had read his *Handbook of Sales Training and Development* and sought him out through the publisher. It was the only book I had come across written specifically for sales trainers and it was full of excellent and practical advice.

I found Pat to be a mine of information, full of enthusiasm and always willing to share his experiences and approaches with fellow sales trainers. I have recommended and used his books in much of my own client work. His book, *How to Perfect your Selling Skills*, has the distinction of being the one which clients and their salespeople consistently fail to return to me. I suspect that my continuing purchases have paid for several of his holidays.

Now Pat has allowed me to write this Foreword to his latest book, *Win-Win Sales Management*, written specifically for sales managers. He has long bemoaned the fact that there is so little advice available to those who train and manage the sales force when there is so much available for the sales people themselves. His book will be welcomed for that.

Like Pat, however, I have experienced the trauma of being promoted to run a sales force based solely on the fact that I was a successful and experienced salesman within the organisation. Pat's book will certainly be welcomed by those who find themselves in a similar position. However, experienced sales managers will also benefit from reading it, for he has again provided a lot of practical advice spiced with his own reflec-

tions and experiences. I too remember how little direct support salespeople may get from their managers and how misunderstood their rôle may be within their own organisations. Pat has shown in this book how wide the sales manager's brief might be and how great their influence might extend.

As with many complex disciplines, there is so much other good advice from Pat that could not be accommodated in this text — I foresee another book already on the horizon. A particular interest which we both share, for example, is the development of Internet selling and training, which he discusses and which is predicted to be perhaps the dominant form of selling in the future.

His customer-friendly, "non-technique" or win-win sales approach has found much favour with those who are fortunate to hear of it — not least with all of those involved in service or consultative selling.

Sales managers can so often be driven by monthly targets that they may forget to respect both their people and their principles. Read Pat's book and use it as a guide to further reflection of your own environment, behaviours and expectations. I admit that I found myself a little shamed with some of my own failings in the sales manager's rôle. If you do the same, I can only see benefits both for yourself and for those you manage and support. Whatever happens, let Pat know what you think about his book and how you have used it. I know that he will welcome your feedback.

Dr Michel Kearsley
Managing Director
WordCom Associates, UK

Acknowledgements

Indirectly, many great salespeople and sales managers have written this book, as it is their views and experiences that significantly influenced most of what you will read. The list includes salespeople from right across the spectrum of industry who I have had the privilege to work with or manage. I have encountered many sales managers, some great and some not so great, but all of them have made some contribution to my efforts; their views are used extensively throughout the pages of this book.

The biggest group by far was the 20,000 or so sales course delegates who I have worked with or met throughout my career in sales training and, ultimately, they are the only real experts on how they should be managed and motivated.

I wish to thank Frank Cairns who has helped me enormously with no fewer than seven different publications and has always been a great supporter — coming in with encouragement just when I needed it most. My UK associate Dr Mike Kearsley offered much valuable guidance at all stages of the book and was so supportive and patient with the never-ending changes and alterations. Thank you Mike; your assistance was greatly appreciated.

Last but not least, I wish to pay tribute to the efforts of the team in Oak Tree Press and in particular to my editor Brian Langan for his outstanding patience and support and great editing.

Preface

When I was offered my first sales management role, I was extremely nervous about accepting it for two reasons. Firstly, I was concerned about whether I could do the job and the very idea of standing up in front of a group of potentially aggressive salespeople was very scary. Secondly, I was also aware that very little supportive material was available to people like myself who had no skills in the motivation and development of a sales team. Yes, I had experienced managers all around me and there were management courses available that the company would be happy to have me attend.

I took the job and never missed an opportunity to attend training courses or enlist the guidance of wiser and more experienced managers. In terms of personal effectiveness, I found their guidance invaluable. I learned how to manage my time, analyse complex reports, work out detailed budgets and for the first time I had a clear understanding of how the company made a profit. Being able to draw on the experience of high profile experienced managers was a great education.

However, as the company had few sales managers available, I had to look elsewhere for help and guidance on subjects such as sales team motivation. I talked to as many as I could and listened attentively as they outlined the secrets to success in sales management.

Over time, I began to feel less and less comfortable about the "guidance" I was receiving from practically all quarters. Nearly all of this guidance focused on asserting authority, moti-

vation through fear and monitoring salespeople to ensure they carried out their job — a job which, all sales managers agreed, salespeople were grossly overpaid to do! I could never buy into this “guidance” or indeed the examples I was expected to imitate. The fact that these “skills” didn’t actually work seems to have been irrelevant. They might have learned something to their advantage had they spoken to the *experts* in how salespeople should be motivated — the salespeople themselves.

This book is all about win-win sales management attitude — a powerful set of values that will not only build but also sustain the motivation of your team indefinitely. It is not only about motivating salespeople, it is also about motivating yourself as the sales manager and how you can apply these skills to make your life better for yourself and your family. The real benefit of this book is that you don’t have to invest in new systems or study for long periods of time to dramatically improve the motivation of your team. It only requires you to buy into and practise the skills of win-win sales management.

This book concentrates on three fundamentals of successful sales management. Firstly, your customers and what you, your salespeople and your company need to do to bring them back again and again. You must ensure that the guidance you (and your company) give your salespeople on *how to sell* to your customers is accurate and based on precise customer feedback — not somebody’s personal opinions. In the opening chapter, “Win-Win Selling”, I have put forward extensive researched views on what buyers think of selling and how they wish to be sold. Don’t be surprised if you can see immediately on completing this chapter where your sales team are losing massive sales — and customers. It is not only salespeople that lose sales — it might even be you!

Secondly, we need to talk about you and the crucial role you play in the performance of the team and the achievement of your sales targets. Everything you do in association with your salespeople is highly contagious, so it stands to reason that you cannot motivate others if you are not a highly motivated person

yourself. While this book concentrates extensively on personal motivation, it also details how sales management attitude and behaviour can build or shatter sales team morale.

Thirdly, we will discuss in depth the critical area of salespeople's motivation. This book uncovers the skills that sales managers should practise if they wish to get maximum performance from the team. The ideas that I outline are not just my personal opinions; they are the views of many thousands of salespeople who would have been delighted to share their views with their sales managers — if only their sales managers had taken the time to ask!

This book embraces many other important subjects, such as contracts of employment, sales meetings, setting and achieving sales targets and a host of other essential topics all written with one objective in mind: to help sales managers be better at what they do.

I learned all these skills the hard way and now I take some pleasure in sharing them with you. I hope you find them useful.

Pat Weymes
May 2000

Contents

<i>Foreword</i>	<i>ix</i>
<i>Acknowledgements</i>	<i>xi</i>
<i>Preface</i>	<i>xiii</i>
Chapter One: Win-Win Selling	1
Chapter Two: Keeping Yourself Motivated	19
Chapter Three: Building Salespeople's Motivation	51
Chapter Four: Creating a Positive Working Environment	77
Chapter Five: Recruiting and Keeping Top Salespeople	93
Chapter Six: Contracts of Employment	109
Chapter Seven: Motivation through Work Review and Coaching	129
Chapter Eight: Training: The Sales Manager's Role	153
Chapter Nine: Running Stimulating Sales Meetings and Conferences	175
Chapter Ten: The Enemy Within: The Importance of Customer Care	199
Chapter Eleven: Setting and Achieving Sales Targets	223
<i>Bibliography</i>	243
<i>Index</i>	245

Chapter One

Win-Win Selling

One thing that has always fascinated me about the sales profession is the failure of managers to take an active role in monitoring the way their salespeople do business with customers. If, by taking a new and radical slant on these important issues, I can encourage you to look again at your entire selling approach, I will have achieved a very important objective and you may be on the way to substantially increasing your sales.

Win-win is all about helping customers to make up their own minds. The tired old techniques of manipulation and forced selling have no place in today's sophisticated marketplace. The principle of win-win selling is one of collaboration: creating a mutually beneficial relationship in which the customer's needs can, if possible, be matched with your company's products or services. This principle of mutuality can be extended to encompass the role of the sales manager. The manager and sales team form a collaborative relationship in which the salespeople can express their concerns and problems and share their successes with their colleagues and managers, and the managers can provide encouragement, advice and motivation as needed.

Before discussing these principles in depth, let's have a look at present-day attitudes to selling.

SELLING ATTITUDES

I believe the day will come when salespeople, like other professions, will have to study for a degree or a qualification in customer-friendly selling. Until the profession agrees bench-

marks, standards and a code of ethics, we will always be at the mercy of other people's opinions on how to succeed in selling. The fact that these opinions come from people who never actually sold anything appears to be irrelevant. Anybody going into selling today just might be advised thus:

"The first thing you have got to do is sell yourself."

"You never take no for an answer."

"You only get one chance to sell!"

These are just a few of the damaging and misinformed statements about this profession. While there are always salespeople whose ideas on selling leave a lot to be desired, they only help to reinforce the cynics' view that in order to succeed in selling, you must possess:

- A hard neck (presumably to take abuse and insults);
- The capacity to develop and deliver a sales "pitch" (whatever that may be!);
- The ability to convince people to buy things they don't actually need.

I need to make an up-front statement here. I am very proud of my profession and I consider it a privilege to have worked with so many superb successful salespeople from all parts of the world. I am firmly of the opinion that selling today is so much more professional than it was a few short years ago. It is because of my intense interest in this profession that I feel obliged to challenge those purveyors of manipulative sales techniques who clearly know nothing about modern-day selling and even less about how people buy. By doing so, I hope I am providing a useful service to my fellow professionals.

By way of illustration, during the time that I was writing this book, I watched a TV documentary on selling. It outlined the trials and tribulations of hundreds of men and women selling a particular product. Anybody who cares about this profession

would be extremely disappointed with the selling message it conveyed. The programme took viewers through the sales training, which included inspiring guidance like, "In selling, *you never give up asking for the order.*" Buyers admire persistence but have a serious problem with persecution. The company sales trainer had another piece of wisdom to offer: "People will mirror whatever you do, so keep agreeing with the customers and they will have to agree with you." Really?

Watching programmes like this, it is not surprising that the perceptions of the selling profession are so poor. The producers could have made this film in any one of many highly professional sales operations and yet they chose an example that would only reinforce people's belief that selling is a dreadful job! Not surprisingly, many of the fine people who joined this company only lasted a short time and, based on their exit interviews, will not be looking for another job in selling. The company projected itself as a cross between a brainwashing organisation and a religious order and by their own admission: "If you don't make it you have to go!" (If at first you don't succeed, you're fired!)

The company itself may have a different view. Undoubtedly, they are a successful company and I am sure that they can point to people who have made good money from selling their products. As a professional salesperson, I would be concerned about a couple of issues: First of all: the people who didn't make it were trained in what they thought were proper selling skills and are lost forever to the profession. This company put hundreds of people through their course and only a small minority survived more than three months; many of them made no money at all. What are they going to tell the world about this company? What are they going to tell the world about selling?

Reflective Activity

- ◆ As a sales manager, what is your opinion of what you have read about the sales profession?
- ◆ What selling messages do you or your organisation give to your salespeople?
- ◆ Does your company have a corporate selling philosophy — a set of values endorsed by management and practised by all salespeople?
- ◆ How can you be sure that all your salespeople are selling the right way — and more to the point, what is the “right way”?
- ◆ What do your customers really think about your salespeople and their selling approach?
- ◆ What does the rest of your organisation think about you and your sales team?
- ◆ As the sales manager, where do you place the greater emphasis: on getting sales or getting customers?
- ◆ Do you have high dropouts and if you have, what is the reason?
- ◆ Do people leave because they are not good enough?
- ◆ Do people leave because your company is not good enough?
- ◆ Are you sacrificing long-term customer business for short-term gain?
- ◆ Are you happy with the volume of repeat business you get from your customers?

Whenever I put these questions to sales managers, they usually say something like: “We must be doing something right because we always achieve our sales targets and our customers are not complaining.”

An acquaintance of mine, who is the International Business Manager for a highly successful business product, told me about two of her franchisees operating in Central London. These companies sell exactly the same products and their arrangement is exclusive — they do not sell any other products — so both companies are operating on a level playing pitch.

One of these companies employs 22 people, 10 of whom are salespeople. The other company employs 36 people, 18 of whom are salespeople. The smaller company had a turnover in excess of 12 per cent greater than its larger rival in 1998. Not surprisingly, some of my friend's senior colleagues wanted to understand how the smaller sales team could totally outsell their rivals, so they went to talk to both of them. The larger company had been in operation longer and very significantly had finished off its first year with mediocre results. This mediocre company performance had a knock-on effect in setting sales targets in succeeding years and while they were achieving their targets, their profit performance was not even close to the smaller company.

The smaller company carried no such baggage. They started with a bumper year; that achievement became the benchmark for targeting all new salespeople and they have maintained that growth ever since.

SALESPEOPLE'S PERCEPTION OF SELLING

Many salespeople and even sales managers don't think very highly of their profession. This is probably why some salespeople often camouflage their selling role by using titles like:

“Account Executive”

“Marketing Consultant”

“Area Manager”

It's OK to use professional-sounding titles provided it is not the intention to deceive the customer or (more disappointingly) because a salesperson doesn't want people to think he or she is

only a salesperson. We should all take heart from international research, which indicates that salespeople are amongst the highest paid earners in the world.

THE CASE IN FAVOUR OF WIN-WIN SELLING

My experiences over many years have convinced me that:

- Sales techniques are the ultimate “turn-off”.
- Selling skills are positive — sales techniques are negative!
- People resent being “sold to”.
- We should be looking for customers — not sales.
- To increase sales we must **stop** selling — yes, that’s what I said!

I will discuss each of these points in detail shortly.

Like many experienced salespeople, I too have been indoctrinated in the need to develop techniques in order to maintain a competitive edge. Even today, sales consultants all over the world make a good living convincing trainees of the importance of developing these essential skills. Where I differ from my fellow sales training professionals is my unshakeable belief: *sales techniques are outdated and no longer applicable.*

I have never felt comfortable with the suggestion that techniques or programmed responses are required to elicit a sale from a customer. This is not to imply that all sales training is only about techniques — it most certainly is not! In fact, many of the more positive skills I learned on my first sales course, I use to this very day.

Sales managers and trainees exaggerate the need to develop techniques when the evidence clearly states that their influence in the sale is minimal. In support of this statement, random buyers were asked to prioritise the following selling attributes in order of influence in the buying decision. Try it yourself and rate the following skills in order of importance as if you were the buyer: