

# Boosting Sales Results

## Increasing Each Individual's Performance

Building My Business Webinar  
July 29, 2021

**Wayne Outlaw, CSP, CMC**  
**Outlaw Group, Inc**

Author of *Smart Staffing: How To Hire, Reward And Keep  
Top Employees To Grow Your Company*

1



**Wayne Outlaw, CSP,CMC**



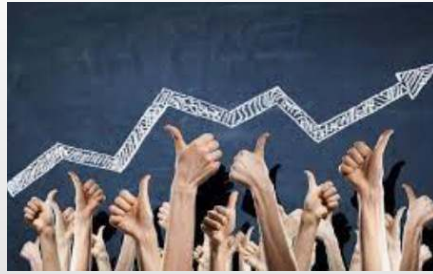
### Background

Wayne has over 4 decades of experience beginning with Xerox in sales and management and then in his own firm as a Certified Speaking Professional, Certified Management Consultant working with associations and companies.

Outlaw spent 13 years in sales and management with Xerox. He has been in and consulted with the Business Technology Channel for over four decades. He has presented at numerous BTA national events and is a frequent contributor to the magazine. He is the author of *SMART STAFFING: How To Hire, Reward And Keep People To Grow Your Business*. During his career Outlaw has worked with numerous dealers, consulted with Canon, USA on developing salespeople and created the Canon Staffing Benchmark System for its independent dealers.

**Increasing Results...  
Through People's Performance**

2



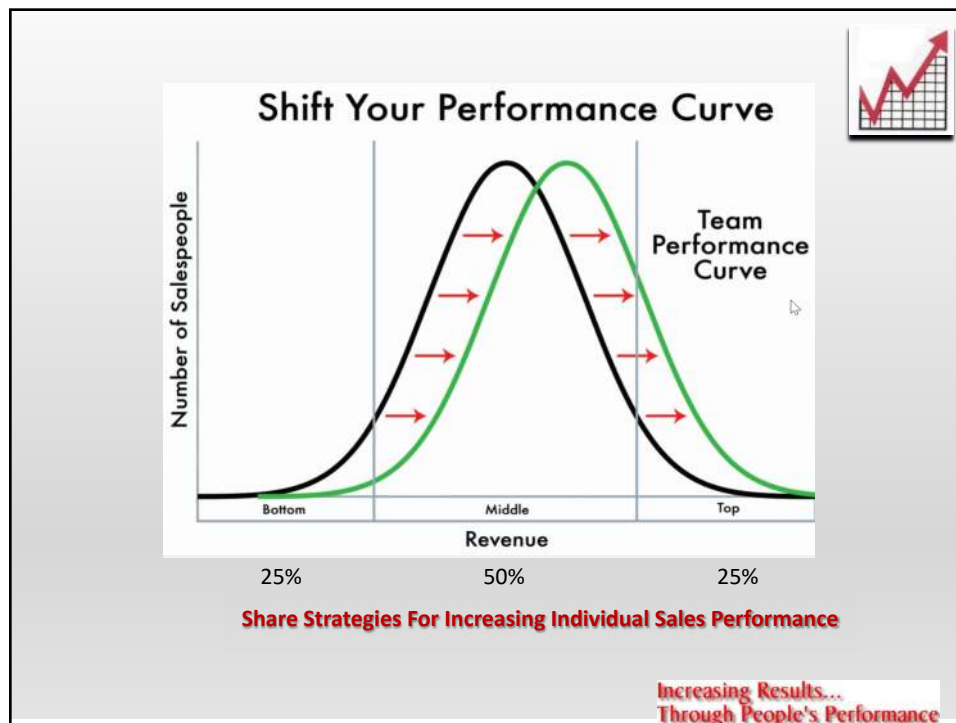
## **BOOSTING SALES RESULTS** **Traditional Approach**

Double Down On Training

Enforce More Prospecting Activity

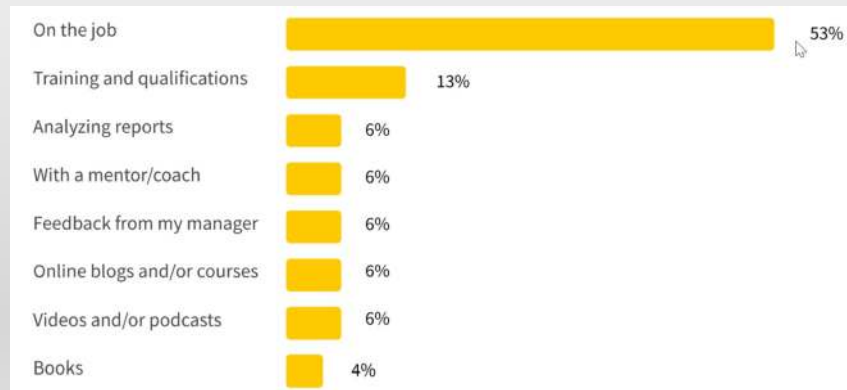
Conduct Sales Promotions or Spiffs

3



4

## Method Used To Develop Skills According to Pipedrive.com



**Only 12% of the development was from manager and coaching- Big Opportunity!**

5

## COACHING

*HubSpot's State of Sales 2020-2021 Report*

45% of managers say they spend 30-60 minutes individually coaching sales reps each week.

23% of sales managers spend less than 30 minutes individually coaching their direct reports each week.

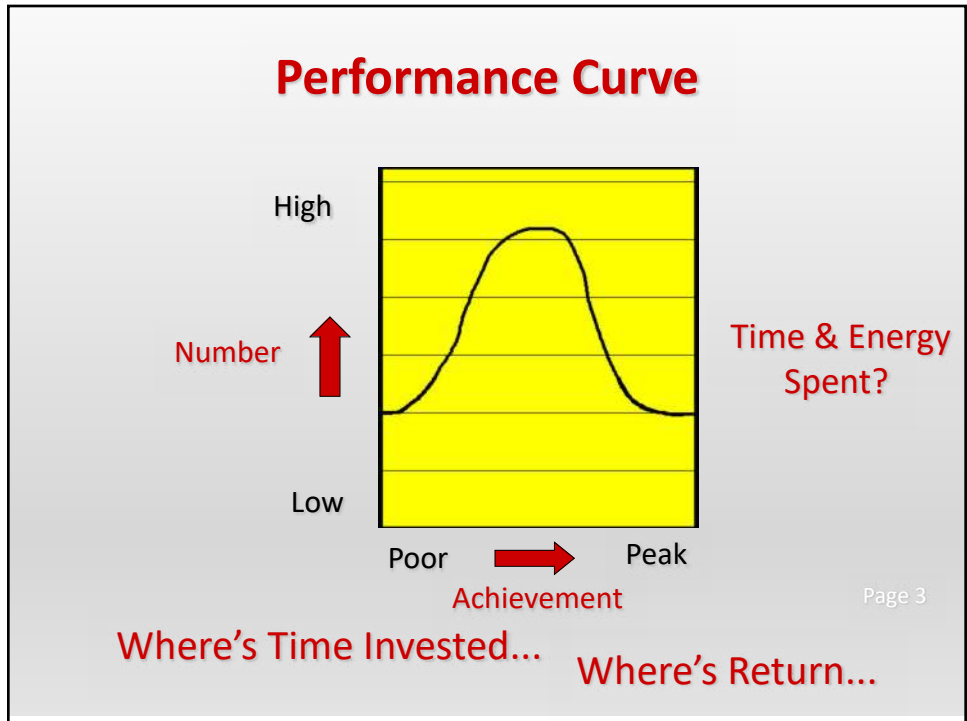
This amount of time spend coaching reps is associated with lower quota attainment.

HubSpot shows more than half of salespeople who want to improve look for sales tips from their peers.

Networking, mentorship, and engagement programs are important to foster better teams.

***Managers Are Busy- So-how Do We Maximize Their Time?***

6



7

### Potential Value ROI

#### Sales Team of 10 with \$50K Target

	Current Average	Result	Improvement Level	Result
Top 2	150%	\$150,000	160%	\$160,000
Middle 6	100%	\$300,000	120%	\$360,000
Bottom 2	75%	\$75,000	95%	\$95,000
<b>TOTAL</b>		<b>\$525,000</b>		<b>\$615,000</b>

Monthly Increase - \$90,000  
 Annual Increase - \$1,080,000

Increasing Results...  
 Through People's Performance

8

## CHANGING SALES MODELS



Many Are Adopting A Hybrid Type Sales Model

***Ensure Current And Future Salespeople Fit The Job***

9

### 1. Develop Accurate Success Model For Today

“It’s not  
experience  
that counts – or  
college degrees or  
other accepted factors;  
success hinges  
on a fit  
with the  
job.”



 Harvard Business Review

10



## JOB FIT

### MENTAL ABILITY

Cognitive

### BEHAVIOR

Competition

Manageability

Assertiveness

Attitude

Accommodation

Independence

Decisiveness

### INTEREST

Sales/Business

People Service

Financial

Technical

Mechanical

Creative

*ARE ATTRIBUTES AT THE RIGHT LEVEL?*

*Difficult To Teach Rabbit To Swim OR Duck To Hop!*

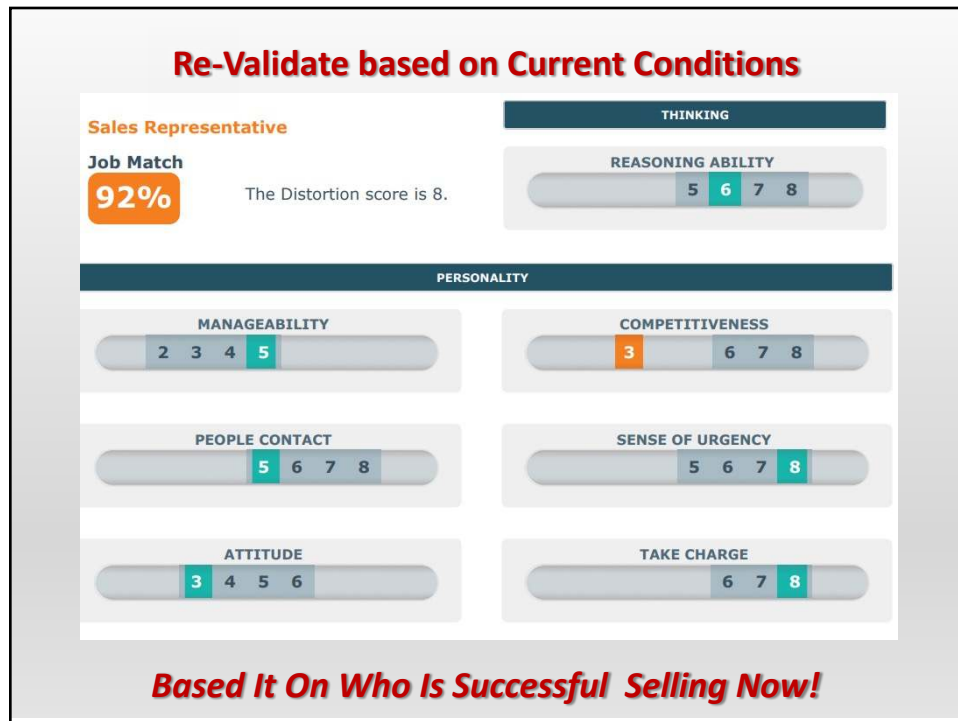
11



Re-examine  
What's  
Needed  
And  
Re-validate  
Your Success  
Model

*Measure Today's True Top Performers*

12



13



**JOB FIT PROCESS**  
*Key To Predictability*

## SUCCESSION MODELING

- Use Assessment Appropriate For Position
- Model On Those BEING Successful Now
- Have Accurate Success Pattern
  - One Size Does Not Fit All
  - Have Industry Or Customized
- Re-validate Benchmark Periodically
- Conduct Review Annually

*Now, The Salesperson Must Be Coached!*

14

## 2. Understand A Salesperson's Natural Attributes To Improve Coaching



Tendency to work toward goals and to try to exceed others' performance.

Ms. Sample has a Competitiveness score that is below the Success Pattern for this position. She may be less driven to succeed than is optimal for the job.

### Management Suggestions

- Give Sarah some advice concerning how best to confront those who are acting in an overbearingly competitive manner.
- Encourage her to view competitive situations as opportunities to advance in the group.
- Encourage Sarah to stand up for what she thinks are important priorities, and point out that she should not allow others to intimidate her.

### Insights

- Ms. Sample tends to go along with the opinions of others in order to preserve friendly relations with them.
- Sarah is quick to accommodate others, and she tends to avoid interpersonal conflict.
- Ms. Sample is not overly driven to win, and she consistently tries to avoid conflict and maintain a cooperative environment.

### Focus Coaching on the Gaps

15

## PROVIDING INSIGHTS

### Competitiveness

Tendency to work toward goals and to try to exceed others' performance.

You scored below the Pattern for this position. This indicates you don't display enough of this behavior on the job. With an understanding of the information below, you can begin the next step in your development process.

### Development Suggestions

- Because you are more naturally accommodating, your aspirations to help others may delay your personal progress. Remember to nurture your own goals just as much, if not more than, the goals of those around you.
- Understand it is not disrespectful or uncourteous to ask probing questions of prospects and clients to uncover the real reason behind delays or obstacles in the sales cycle. Any natural reluctance to dig deeper or fear of being pushy can be overcome by the realization that justice in the business world occurs when expectations between seller and buyer are well aligned.

### Insights

- Having a low drive to compete, you prefer not to voice dissenting opinions when the group sees things differently.
- You consistently try to avoid conflict and maintain a cooperative environment.
- You are quick to accommodate others, and you prefer to avoid interpersonal conflict.

16



### **3. Observe Actual Sales Behavior To Measure Level Of Competence**



***Both In the Field and In The Office***

17

#### **4. Review Perceptions Develop Mutual Understanding and Agreement**


### **Sales Competencies...**

**Knowledge, Skills, Behaviors and  
Actions Of Successful Salespeople**

---

**Use To Elevate To A High Level Of Sales  
Performance.**

18




## Competency Development

*Improvement Not Punishment*

**Position as Assistance**

- **Creates Self Awareness**
- **Aligns Perceptions**
- **Defines Behavior Frequency**
- **Clarifies Critical Factors**
- **Identifies Strengths/ Improvement**
- **Creates Development Template**
- **Defines Improvement Progress**
- **Can Define ROI of Improvement**



*Increasing Results...  
Through People's Performance*

19

**Sales Approach**  
Accountability  
Time Optimization

**Sales Knowledge**  
Product Knowledge  
Business Knowledge

**Identifying Prospects**  
Initiating Contact  
Level of Prospecting

**Developing Prospects**  
Uncovering Need  
Developing Solutions

**Securing the Sale**  
Presenting Solutions  
Closing Effectively

**Professionalism**  
Communications  
Builds Relationships

**Sales Effectiveness**  
Sales Focus  
Activity Management  
Manages Pipeline

## BUSINESS TECHNOLOGY SALES COMPETENCIES



How Effective A Salesperson Is ...  
In Key Competencies Determines Their Success.

Person Is Not An Objective Judge Of Their Own  
Skills And Behavior.

Managers Need An Effective Way To Create  
Awareness AND A Way Develop Sales


Competency Comprised of 7 Competencies and  
15 Sales Behaviors

Uses 65 Quality And Frequency Statements As  
A Basis To Rate Sales Competency

*Increasing Results...  
Through People's Performance*


20

## 5. Manager And Salesperson Each Evaluate Competency



**Sales Manager**  
*“evaluates salesperson”*

Salesperson completes a *“self-evaluation”*



**Developing Prospects**  
**Uncovering Need**

- 26. Ask Probing questions to fully understand the situation
- 27. Uncovers Prospects problems or pain points
- 28. Validates specifically how the offering will provide
- 29. Uncovers real need for customer to buy.

**Rating Scale**  
 1-Almost Never 2--Sometimes 3-Usually- 4- Frequently 5- Almost Always

**Note**-Can Also Rate As Not Observed

Increasing Results...  
Through People's Performance

21

## 6. Identify Competencies , If Improved Produce Greatest ROI

### DUAL EVALUATION

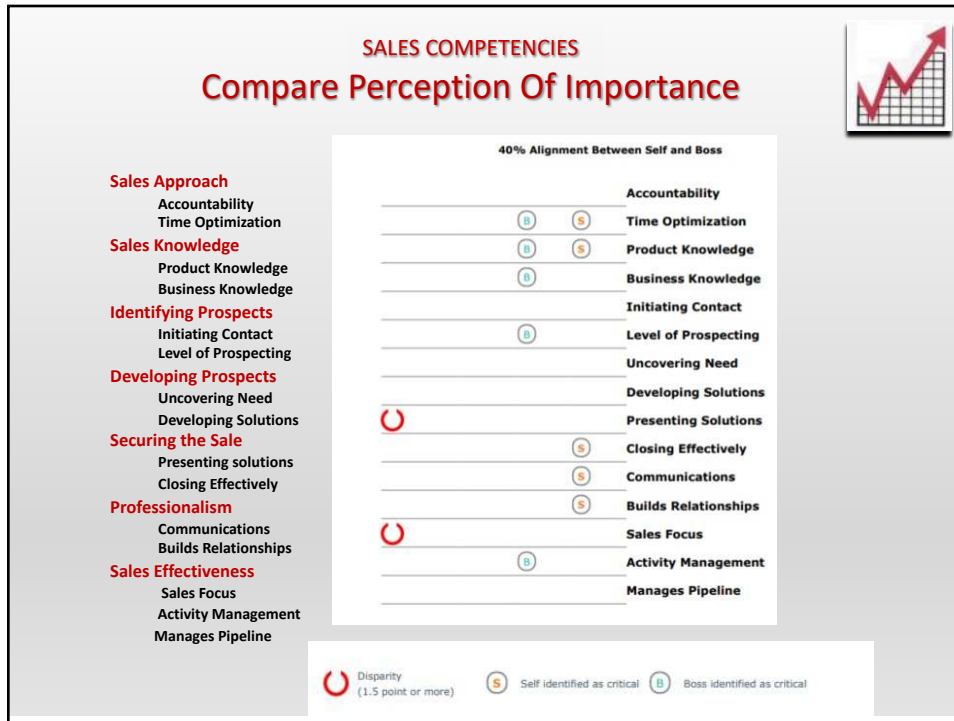
**Developing Prospects** – Uncovering the information and developing solutions that addresses prospect situation, problems and needs that provides compelling reasons to buy.

<b>Uncovering Need</b>	<b>Self</b>	<b>Boss</b>
26. Ask Probing questions to fully understand the situation .....	4	3
27. Uncovers Prospects problems or pain points .....	4	3
28. Validates specifically how the offering will provide Value ....	5	3 <span style="color: blue; font-weight: bold;">←</span>
29. Uncovers real need for customer to buy. ....	4	3

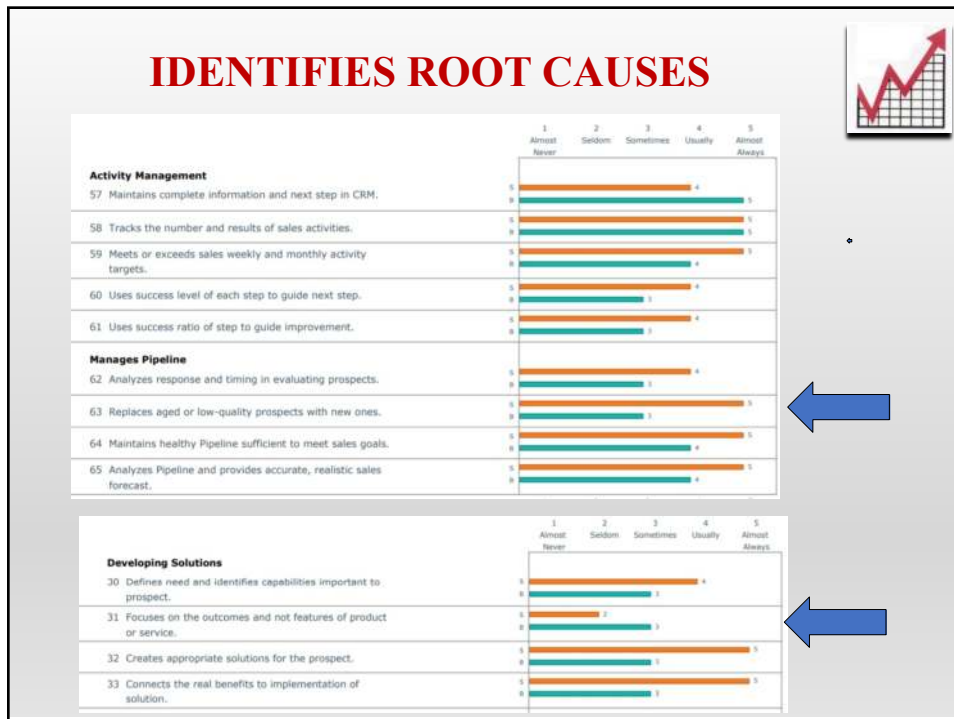
**Rating Scale**  
 1-Almost Never 2--Sometimes 3-Usually- 4- Frequently 5- Almost Always

*Dual Evaluation Forces Clarification*

22



23



24

# Competency Development Process




- Both Evaluate Frequency Sales Behaviors Done
- Salesperson Identifies Most Critical Competencies
- Manager Identifies Most Critical Competencies
- Compare Perceptions To Clarify Mutual Understanding
- Develop Agreement On Level Of Competencies
- Identify Strengths To Capitalize On
- Identify The Improvement Needed
- Focus On Competencies With High ROI
- Create Personal Competency Development Plan
- Repeat Process to Measure Improvement and Continue

**Maximize Your Development Effort!**

25

## 7. Assist Salesperson to Create and Implement Individual Development Plan




### Addressing Your Development Needs

**MLB Method**

**MEAS - Do MORE of these**

**LESS - Do LESS of these**

**BEGIN - BEGINning these**




### Define Your Mindset

**What to Assess**

**How to Assess**

**What to Assess**



**Guide For Understanding Of Perceptions And Actions For Development**

**Increasing Results...  
Through People's Performance**

26



**Manage FIT and Competence**

**To Boost Your Sales Performance!**

*Increasing Results...  
Through People's Performance*

27



**Boost Your Sales Results By  
Increasing Each Individual's Performance**

**WE WOULD LIKE TO ASSIST YOU BY PROVIDING**

1. Detailed Guide to Competency Development
3. Statements to Evaluate Sales Competency
4. Test Drive of The Job Fit Assessment

**OR**


5. Test Drive of a Salesperson Business Technology Sales Competency Assessment

**To Receive Your Complimentary offer:**  
Email [wayne@outlawgroup.com](mailto:wayne@outlawgroup.com) or Call 800-347-9361

**Thank You For Attending**

*Increasing Results...  
Through People's Performance*


28



**A BTA webinar series designed to improve your bottom line**

**The August 12 webinar will be:**

**The State of the Channel in 2021**  
4 p.m. Eastern, Thursday, Aug. 12



*Deborah Hawkins & Anne Valatis*  
*Keypoint Intelligence*

Sponsored by: 