



EBOOK

6 Ways To Keep Sales Happy, Motivated And Selling

| MAXIMIZER CRM



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6 ways to keep sales happy, motivated and selling!

With sales staff turnover costing more than you'd ever want to calculate, it's no secret that keeping top sales people happy is good for business. Keeping them engaged, focused and motivated requires constant effort that's essential to retaining star performers and achieving your ever-increasing sales targets.

Sometimes as managers, we get so caught up in the day-to-day drive for sales; we forget the human side of our jobs. We forget that our sales team can bow under the extra pressures that working in sales brings. Therefore, it is imperative for all Sales Managers to create an environment of support, recognition and reward, which in-turn supports sales team retention and goal achievement.

Plus, individuals don't just become great sales consultants overnight. To succeed, they need to be guided, developed and supported by their Sales Manager. This is where you step in, as it is your job to find ways to motivate your team, identify your most valuable resources, and those who are in need of additional coaching.

But how do you do all of this while staying focused on your sales pipeline? In this eBook we examine how to encourage best-performance from every sales consultant on your team, including:

- 1. How to be a sales coach**
- 2. How to set achievable goals**
- 3. What tools to give your team**
- 4. How to tailor rewards and motivators**
- 5. Encouraging friendly competition**
- 6. How to empower your team for sales success.**

CHAPTER 1

How To Be A Sales Coach, Not A Sales Manager



What is the difference between a Manager and a Coach? In its simplest form, it's the difference between Management and Leadership.

Here are four key differences between a Manager and a Coach:

- A Coach spends more time listening and asking questions, while a Manager spends more time talking and giving directions
- A Coach invests time in observing, while a Manager makes quicker assumptions
- A Coach uncovers issues to get the root of a problem, while a Manager takes the quickest route to deal with the surface symptoms
- A Coach supports employees in developing their plans, while a Manager gives them the plan and tells them to follow it.

One of your most important roles is turning talent into performance, something that can be best achieved by growing and developing your sales people. Your team needs to see that you are making an investment in them and their careers.

Three things you can do to be a better Sales Coach

1. Commit to spending time regularly with your sales consultants: This time is not to be used for micro-managing; it needs to be dedicated coaching time. Ad hoc doesn't work; it needs to be scheduled well in advance, with very clear expectations regarding the purpose and intended outcome of your time together. When coaching, complete a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, look over their last performance review, and ask them open-ended questions to find out where their confidence is lacking and what support they would like.



Also, make sure you provide detailed feedback on what the consultant is doing well, list their top skills, don't focus solely on what they need to improve, and when you do identify areas for improvement, provide training and support options to show you are keen to invest in the development of their careers. Finally, celebrate successes, no matter how small.

2. Listen: Listening is a great way to help build a collaborative relationship with a sales person during the sales coaching process. Unfortunately, many sales managers are poor listeners – they feel they need to do all of the talking. It is not enough to listen to your team member; they must also feel that you are listening to them. Great listeners do this by using techniques such as:

- Asking questions
- Paraphrasing
- Summarizing
- Emphasizing.

3. Understand their talents inside and out: To be a highly effective coach, you need to understand the natural abilities of each member of your team and establish individual support plans to help them grow. These plans must include strategies to maximize their natural strengths and provide them with opportunities to use and grow those strengths. It also needs to recognize any weaknesses they may have, and build workarounds to turn these weaknesses into strengths, or minimize the effects and potential negative impact. Each team member is unique, so a one-size-fits-all coaching plan will not work. You need a particular plan to nurture each individual based on their distinctive set of talents.



CHAPTER 2

How To Set Achievable Goals



“*Sales is a numbers game*”

Sales is a numbers game. If you just make enough calls, have enough meetings, and give enough presentations, you'll succeed and every 'no' you hear brings you that much closer to a 'yes'. If only things were that simple. Unfortunately, sheer quantity isn't the best indicator of future success. You need goals.

Setting goals is a significant part of any sales management role; it gives long-term vision and short-term motivation. It focuses you and your team on what is needed and helps to organize your time and resources so that everyone is successful and efforts are not wasted.

There are good and bad goals. The wrong kinds of goals are those no-one can ever achieve. For example, you wouldn't ask someone to climb Mount Everest in flip-flops! Plus, the stark truth is, we can't control our results, we can only manage the actions and motivations that make achieving goals possible. That's why, as a study by Latham and Seijts¹ has shown, setting result-orientated goals is the first step to achieving them.

¹ Latham, G.P & Seijts, G.H. (1999). The effects of proximal and distal goals on performance on a moderately complex task. *Journal of Organizational Behavior*, 2, 81-127

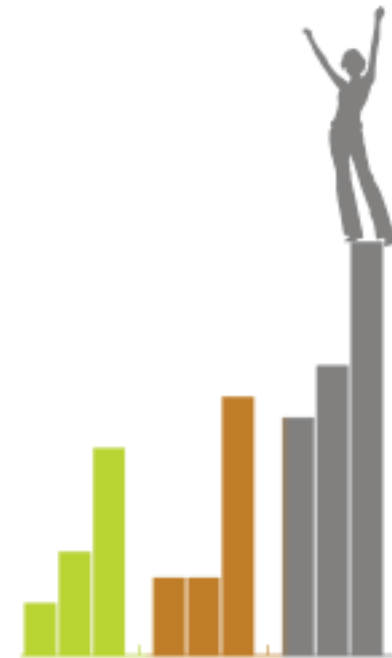
These include:

Activity focused goals: In a sales team, you are likely to have weekly, monthly, quarterly and annual targets to achieve. This puts pressure on the team to perform, but revenue numbers are not always a true reflection of the work or effort each member of the team is contributing. Consider setting activity-based goals, such as making a certain number of calls each day, or scheduling a set number of appointments each week. This takes away some of the pressure to make the sale, and gives the team freedom they may need to build positive, long-term relationships with customers. In fact, results from carefully planned and managed activities around lead targets can far exceed revenue-orientated targets, and aids identification of areas requiring improvement.

Set Specific, Measurable, Achievable, Realistic and Timely (SMART) goals: Setting SMART goals bring structure and trackable metrics to your goals and objectives. Instead of fuzzy resolutions, SMART goal setting creates a verifiable path towards a certain objective, with clear milestones and an estimation of the goal's attainability.

Create personal goals: Keep in mind what motivates each employee and assign goals tied to personal incentives. The motivation to achieve is greater when the reward is something each individual values.

Encourage a team environment: Sales people can often feel like they are alone, working toward a target. Create a team incentive where they are encouraged to help each other and share knowledge for a common goal. A little competition is always good, see section 5 for more on this topic.



CHAPTER 3

What Sales Tools To Provide



According to a paper by Mark Ellwood, Sales consultants currently spend 63% of their time² on non-sales activities. This means that they're only actually selling 37% of the time. Your sales team are wasting a great percentage of their working day on low-value tasks such as processes and paperwork, instead of focusing on doing what they do best, selling. To effectively prospect and sell, your sales people should leverage a host of tools and applications that help guide their activities and maximize their productivity. Tools, such as CRM solutions, enable you to gain a competitive advantage and provide excellent customer service, with instant access to customer data and efficient automation.

What tools can you provide?

1. **Appropriate sales materials:**

- A set of standard documents, such as call sheets, standard contracts and proposal forms
- Promotional material. For example, brochures and price lists
- Supporting documentation such as telesales scripts.

2. **Essential equipment needed:**

- A good database is critical
- Your sales team may need powerful contact management software if you're managing 100+ high-value customers
- Mobile phones and laptop computers are basic tools of the trade.



² How sales reps spend their time by Mark Ellwood, Available at http://www.paceproductivity.com/files/How_Sales_Reps_Spend_Their_Time.pdf

3. Invest in a CRM solution:

CRM software combines customer details and information on all marketing communications sent, in one single database that gives sales personnel easy access to the data. In addition, this software also includes various functionalities such as workflow process automation of tasks, appointment and calendar linked alerts that allow sales to respond to each sales trigger and managers to monitor individual and team performance for greater revenue forecasting. By using a CRM solution that collates and coordinates all customer information, you can optimize your sales success and deliver a great customer experience, from initial interest to closing the sale, then maximizing upsell and cross-sell opportunities and potential customer profitability.

4. Mobile access to your CRM:

Equipping your sales team with Mobile CRM not only gives individual sales reps enormous flexibility, it's also a proven way to boost sales, increase productivity and company revenue.



CHAPTER 4

How To Tailor Rewards And Motivators



It goes without saying that individuals are the most valuable resource of any organization, so it's critical to have a motivated workforce. When an employee is more productive, they become more profitable.

How do you incentivize your Sales team?

There is a saying that captures the essence of sales: 'Sales is a game and money is how you keep score.' Make sure that your team is happy with the way salaries and commissions are structured, and that they feel it is fair and balanced. However, money isn't the only motivator, so as a Sales Manager, you need to know what all key drivers are and how to use them. To help, read the Mindtools article on McClelland's human motivation theory³ to identify what motivates your team. Then, talk to individual team members to find out what value they place on different motivators. What they say might surprise you!

The most common sales motivators include:

- Bonus and commission
- Paid time off
- Further training
- Attending conferences
- Membership in a prestigious business group
- Small gifts
- Celebrating achievements and receiving company-wide recognition.



³ McClelland's Human Motivation Theory by Elizabeth Eyre available at <http://www.mindtools.com/pages/article/human-motivation-theory.htm>

You also need to understand that compensation packages and pay are motivators when getting hired, however once on board, key motivators tend to change as the individual responds to their environment. Plus, don't underestimate the power of the job itself to be a motivator. Employees need to feel a sense of ownership in the business, beyond just working there. This can be achieved by:

- The challenge of the work
- The purpose of the work
- The opportunity to learn
- The opportunity to contribute.

Remember that a team is composed of unique parts. While each employee is a member of the same team, they are all individuals with different needs and wants. Sometimes, it just helps to ask each one what they really value. Understanding what each of your team wants goes a long way in terms of sales incentives. Your employees will also feel more valued, leading to increased motivation and productivity.



CHAPTER 5

Encouraging A Little Competition



Sales people are known for their competitive nature, so a great way to get results and cultivate team collaboration is through internal contests. Holding these regularly can make a big difference to the morale and mindset of your sales team.

A sales contest can really awaken the spirit of competition among the team. The drive to go 'one better' than other team members can be a powerful motivator, so adding a prize or reward gives them something to work towards. Sales competitions also benefit businesses. If done well, they support sales goals, inspire individual performance improvements and promote collaboration. Emma Johnson found that Mosaic Commercial printer saw a 20-25% annual sales increase⁴ after introducing competitions.

- 1. Keep it focused and short:** Effective sales contests are designed around a strategic business goal. Competition criteria must be challenging but achievable. Most importantly, the contest must have a distinct start and end point.
- 2. Raising team energy levels:** The excitement surrounding a contest is infectious, and strong competition encourages friendly banter. During slow months, a contest can raise the energy level of the sales team. Devote a wall in the office to the competition, and post news about wins, display real-time standings and celebrate achievements.

“

Sales people are known for their competitive nature...

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⁴ How To: Motivate Your Sales Staff by Emma Johnson available at <http://www.success.com/article/how-to-motivate-your-sales-staff>

3. **Cash or non-cash prizes?** Cash is practical but a non-cash prize can be something indulgent that they couldn't justify spending the money on themselves. The most effective incentive will depend on the needs and personalities of the individual sales team. What works for one team, might not necessarily motivate another.
4. **Public recognition:** Publicly recognizing your sales team's accomplishments, in front of their peers, is an extra morale boost to keep them pushing. Make sure the entire office is aware of their undertakings. At Maximizer, when you achieve your daily target, own the office Minion for the day!



CHAPTER 6

How To Empower Your Team For Sales Success



Empowered people are crucial to any organization's success. They will go the extra mile for clients, colleagues and the company. They are happier, more productive and more independent, which allows the whole team to be more and more successful.

No one enjoys being micromanaged, and part of creating a great sales culture is to trust your employees. Letting your sales people know that they have your trust gives them responsibility and challenges them to succeed. Some may fail, but others will surprise you and do more than you ever expected. An attitude of trust can go a long way in improving the team dynamic and make for much happier employees.

Empower top sales performers. If you include your top sales consultant in the decision making process, seek their input on new initiatives, and implement their best ideas, they're more likely to feel integral to the team. When your team believes that they have helped shape company policy, actively directed change or facilitated even minor improvements, they feel significant.

Let them participate in the planning process for your business. When it comes time for a new growth phase, for example strategizing for the New Year, invite your team to a group meeting. Have a brainstorming session to fuel ideas, and then ask them to come up with one or two suggestions after the meeting, individually. Try to come up with a plan that involves pieces of everyone's ideas. They will all feel important and valuable to the business.



Where possible based on what you sell or offer, give sales people **negotiating authority** (within company guidelines) to close orders. Your sales person has likely worked hard to get the customer to the point where they are ready to buy and most customers prefer to deal with sales people who have the authority to close a deal on the spot.

Require accountability. Accountability instils confidence and helps with personal development. It is important to ensure that each person is clear on what is expected of them to eliminate misunderstanding or confusion over their behaviour and performance. This means discussing setbacks and recognizing extra efforts. And, as with most things, everyone wants to see consistency with others being held accountable for their actions as well.



Conclusion



In this eBook we have identified six ways to keep sales happy, motivated and selling by:

- **Providing coaching:** Coaching involves developing people who can contribute to the company's mission and goals. The secret to developing superstar employees lies in your ability to coach first and manage second.
- **Setting goals:** Setting goals is a fundamental component to long-term success. Research studies show a direct link between goals and enhanced performance in business. Goals help employees stay aware of what is expected from them.
- **Supporting with sales tools:** Sales teams have a countless number of responsibilities, ranging from paperwork, establishing relationships with new contacts and preparing pitches. Sales people can improve their performance through the use of sales tool, namely a CRM solution.
- **Tailoring rewards and motivators:** Sometimes, simply receiving a paycheque is not enough of an incentive to keep employees dedicated and focused. Managers must think of new ways to hold an employee's attention and interest on a project, or the company as a whole.
- **Creating competition:** Competition is an intrinsic and powerful motivator. Creating a work environment where employees can quantify and compare individual benchmarks channels competitive spirit and increases performance.
- **Empowering:** Giving members autonomy and responsibility is key to their growth and development. Companies that give employees the freedom to make decisions often find that service to customers improves. In addition, empowered employees take pride and ownership in their jobs.

Following the six steps above will result in happy, motivated sales team, which are enthused to sell. However, there are some potential de-motivators that if not addressed, will cause staff to leave, no matter what you do.

What are potential demotivators?

- **Focusing on mistakes:** Nobody likes to be surrounded by negativity
- **Ruling by fear:** Managers who rule through rigid control, negativity and a climate of anxiety and fear generally operate like that because they don't believe that they can get things done any other way
- **Constantly moving goalposts:** Employees stop taking their work seriously, knowing from experience that there's no point in giving it their all when the priorities will change soon anyway
- **Micro-management:** Micro-managers may have good intentions but they suck the life out of their team, causing indifference at work
- **Picking favourites:** This will motivate your favourite employee, but it seriously demotivates the ones left out
- **Neglecting to deal with problems:** Some managers avoid conflict and tough conversations at all costs. As problems go unresolved and difficult decisions go unmade, staff members grow frustrated and lose motivation.

Sales is a high-pressure field, and maintaining motivation, energy, and drive is incredibly important for success. Sales managers have a responsibility to keep their team motivated so demotivation doesn't negatively impact the performance of the company. Try the ideas above to keep your sales representatives in good spirits and focused on the task at hand, selling.

About Maximizer

Maximizer CRM is fueling the growth of businesses around the world.

Our CRM solutions come fully loaded with the core Sales, Marketing and Service functionality business need to optimize sales productivity, accelerate marketing and improve customer service. With flexible on-premise, our cloud and your cloud deployment options, tailor-to-fit flexibility, state-of-the-art security infrastructure, industry-specific solutions and anywhere/anytime mobile access, Maximizer is the affordable CRM solution of choice.

From offices in North America, Europe, Middle East, Africa and AsiaPac, and a worldwide network of certified business partners, Maximizer has shipped over one million licenses to more than 120,000 customers worldwide.



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