
Big Picture Development

HOW TO STOP YOUR SALESPEOPLE FLEEING,
FAILING OR BEING FIRED



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HOW TO STOP YOUR SALESPEOPLE FLEEING, FAILING OR BEING FIRED

Introduction

Your sales force is one of the most important parts of your business because they generate much of the revenue you need to survive and thrive. Salespeople typically want the same things as other employees: an enjoyable job, to feel appreciated and adequately compensated, to be challenged, and to be properly trained and managed.

In saying this, it seems straight forward that if businesses meet these criteria, they are less likely to have salespeople fleeing, failing or being fired. So, why is retention so low in sales?

According to **Bridge Group research**, there is a minimum 20% annual turnover in sales – and it's up to 34% if you include both voluntary and involuntary figures.(1)

A high turnover rate can be very costly. Not only do companies lose the employee, but they lose all the funds and time invested in sales training. 71% of companies take 6 months or longer to onboard new sales reps; and at a third of all companies it

takes 9 months or more, says **ClearSlide and CSO Insights** research.(2)

It's only going to get worse, as millennials are even more likely to turnover. 25% of millennials say they'll leave their current job within a year; 44% say they'll leave within two years (Deloitte, **The 2016 Deloitte Millennial Survey**).(3) 51% will look for a new job at another organisation in the next year (**CEB – Attracting & Retaining Millennials**).(4)

“Lack of direction, not lack of time, is the problem. We all have twenty-four hour days.”

Zig Ziglar

So, what's going on in sales?

We've used research and our decades of experience in the world of sales and sales management to propose why today's salespeople are failing, fleeing or being fired, and what businesses can do about it. Simply put, there are inadequate or non-existent Sales Success Factors in place.

(1) Bridge Group research: <http://www.forentrepreneurs.com/bridge-group-2015/>

(2) ClearSlide and CSO Insights: <https://www.clearslide.com/view/mail?iID=D65JjPkkVp9393FS26SP>

(3) The 2016 Deloitte Millennial Survey: <https://www.clearslide.com/view/mail?iID=CxSQgBtZNCs68NZRtwkB>

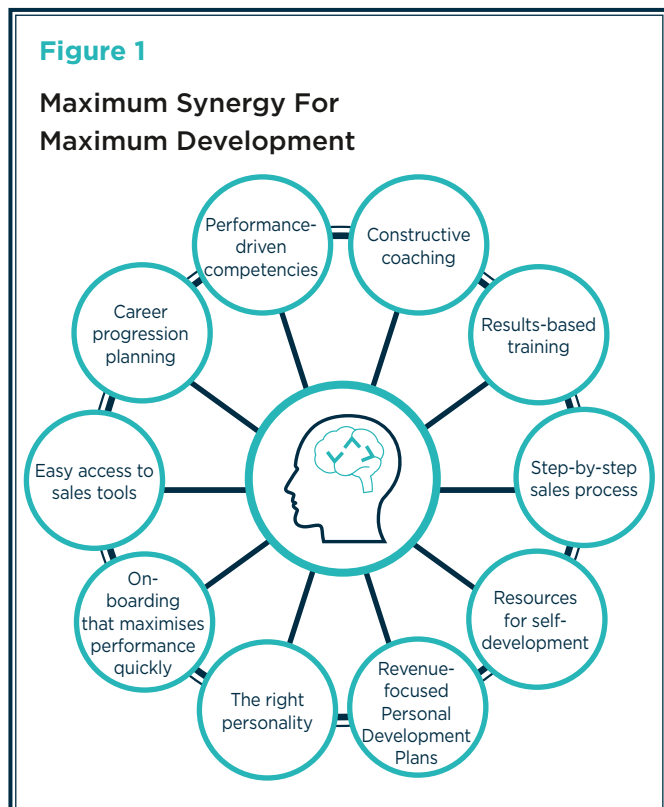
(4) CEB – Attracting & Retaining Millennials: <https://www.clearslide.com/view/mail?iID=5FLhDvF6wMnM6t2Lfvwj>

SUCCESS FACTOR	INADEQUACIES
Constructive coaching	<ul style="list-style-type: none"> Managers are not skilled in coaching No tracking of interactions and results Inconsistent, events moved or cancelled Topics that suit the coach rather than the coachee None or little useful follow-up
Results-based training	<ul style="list-style-type: none"> One size fits all Not bite sized and easy to digest Timing of topics does not match individual revenue needs No follow up Not customised
Step-by-step sales process	<ul style="list-style-type: none"> No consistency Best practice not shared or updated Not practical and easy to follow
Resources for self-development	<ul style="list-style-type: none"> Individual skill gaps not identified Not available online Not linked back to coaching, competencies, KPI and annual review
Revenue-focused Personal Development Plans	<ul style="list-style-type: none"> Cumbersome to complete and track Not related to individual sales pipeline Not managed by coach No benchmarking
The right personality	<ul style="list-style-type: none"> Not the right attitude Poor commitment to the job or employer Incompatible personality characteristics and cognitive abilities
On-boarding that maximises performance quickly	<ul style="list-style-type: none"> No focus on learning style of individual No tracking or managing of results Unstructured Lack of focus on sales skills and activities
Easy access to sales tools	<ul style="list-style-type: none"> Hard to find and outdated Inconsistent versions Not mapped to the sales process or core competencies
Career progression planning	<ul style="list-style-type: none"> Demotivating No plan to address skill gaps Viable alternatives not identified Managers have poor skills
Performance-driven competencies.	<ul style="list-style-type: none"> Motherhood statements rather than trainable skills Inconsistent between people and over time Skills that drive performance are not identified Not linked to training, coaching, KPI and performance

The solution is Big Picture Development where you have “maximum synergy for maximum impact”, such that every success factor works with each other. This means that you can address all success factors at once, access them online 24/7, and continuously improve and tailor them to everyone’s immediate needs for the greatest impact on sales revenue.

What does this look like?

Big Picture Development to produce “maximum synergy for maximum impact” is an easy concept to imagine, but a very difficult one to build. Each success factor needs to link and complement every other one, so that the development for each unique individual has maximum leverage.



There is a natural flow where the starting point is building a competency framework that covers all the skills required to be successful, with minimal overlap through to planning for career progression. Aspire to create the following critical characteristics in each of the following Success Factors:

Competencies

- Are repeatable, teachable and coachable
- Can be allocated to each unique role and then benchmarked to a standard
- Each individual is easily assessed or self-assessed so that they have a picture of where their skill gaps are. The business does too, and, in addition, can picture team gaps across the whole organisation
- The progress through competency improvement is tracked
- Best practices are promulgated throughout the system

“If we all did the things we are capable of doing, we would literally astound ourselves.”

Thomas Edison

Personality Assessment

- Identify the level of concern regarding candidate’s attitudes around hostility, theft, dependability, sexual harassment, computer misuse and substance abuse
- Streamline and shorten your interview process with behavioural questions specific to the candidate’s responses regarding counter-productive attitudes

- Weed out candidates with low level of commitment with their current or most recent job, as the risk of hiring them is higher because you have to determine “if” they can be motivated to work in your open position
- Conduct cognitive assessments to measure an individual’s speed of problem solving and learning styles

On-Boarding

- Find out a new employee-preferred learning style to shorten the learning curve and produce a quicker return on your investment
- Track that a manager and new employee have successfully completed the three big skills for a fast start
- Assess learning gaps for on-going coaching
- Focus knowledge in three bundles- administration, product and sales in a proportion of approx. 10, 20 and 70%

Sales Process

- Achieve alignment between sales strategy, training and coaching, and the sales process
- Establish a system for sharing best practice
- High profile viewing online linked to sales resources
- A system to easily update it, at least quarterly

Coaching

- Every coaching session, its resulting activities and final improvement, is easily tracked and reported
- Coaching is unique for each individual’s immediate priorities
- Administration is minimised and accountability maximised

- The solution for reducing turnover among this segment lies in helping salespeople become successful through development and coaching, and giving salespeople warm leads so that they can taste sales success, which is the ultimate motivator. We find that there is high turnover among new salespeople across many industries, primarily because they just can’t get off the ground. Training and support that enable early success can work wonders

Training

- Is based on identified gaps rather than subjective opinions
- Is available instantly online as well as face-to-face
- Synchronised with competencies and performance
- Results are quantified and weighed against the cost, particularly for the more expensive external training

Resources for Self-Development

- Everyone has a benchmark report of their own skill gaps
- Their activities and improvements are tracked with supervision and support from their manager
- Best practice is captured and shared with everyone

Personal Development Plans

- Are easily generated by coaches and approved and managed by coaches
- Match back to competencies, to sales process and to revenue
- Minimal administration and maximum accountability

- Reports are generated to improve overall development
- Success stories are captured and shared

“Excellence is not a skill. It’s an attitude.”

Ralph Marston

Sales Tools

- Are linked to the sales process and competencies
- Are available online with rigorous version control to unsure up to the minute
- New tools are easily captured and instantly shared with everyone

Career Progression

- Managers are trained in how to have these conversations
- Leadership skill gaps are identified
- Development activities are undertaken
- Jobfit assessments are used to predict success in new roles

How is your salesforce going?

Now you could put all you time, resources and money into building your own salesforce or you could buy our Big Picture Development platform, The HUB, for less than \$1 per day, per person, per annum, fully customisable.

Call us for more information or a demo on +61 2 9368 7969 or email info@accela.com.au.

About the Author



As founder and Managing Director of Accela, John is dedicated to helping salespeople and teams be the best they can be. Since 2006 he has led ground-breaking Australian and international sales transformation projects for companies, including GE, Wells Fargo, Westpac, AMP, ANZ, Macquarie Bank, Xerox and Sotheby's, and is renowned for his exceptional skills in sales management and leadership.

Working with cutting-edge initiatives, John continues to develop the potential of sales teams and individuals at every level of the market, including wholesale, retail, web, face-to-face and telephone based. This sustains his unwavering commitment to driving each client's ongoing success. This has included multiple languages and cultures from Shanghai, Hong Kong, Singapore, Kuala Lumpur and Bangkok, to London, Frankfurt, Milan and Paris, implementing diverse sales solutions.

About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies to realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, London, Frankfurt, Milan and Paris.



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