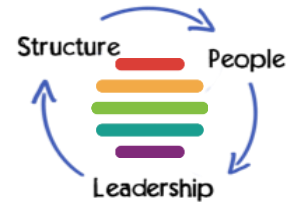


# How to Build a Dynamic Small Business Sales Team

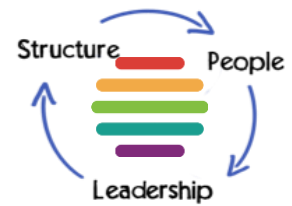


## Eleven Musts to Take Your Team from Good to Dynamic

**B**uilding a structure and environment that allows average and star salespeople to excel is what will help small businesses reach their sales growth plans. This guide is designed to help the small business owner build a sales **structure** that will produce sustainable results without the dependence on a superstar to carry the load. The structure will create an attractive working environment to help you land the right sales **people** for your business. Lastly it will outline the **leadership** roles needing to be filled by the person managing your sales team.

**A Dynamic Sales Team is much different than a good sales team.** A Dynamic Sales Team takes ownership of their results and the company's values and goals. Moving to a Dynamic Sales Team will require some different work, behavior and action for most businesses. It usually requires dedicated time up front beyond the day-to-day operations to build the structure for a consistently producing team. This is why many of the items listed in this guide are often not done or completed at a small business and why a sales manager that understands how to build a sales department can be very valuable. It's not just what a sales manager can bring immediately (instant sales growth) that counts but the value they can build into a business should be considered as well.

This guide was also designed for bullet point readers. I have not included a lot of case studies or reports to justify my logic. If you are like most, what you will read will make very good sense. If you have any questions at all, please send them over. Lets get started!



## 1. A Documented Business/Strategic Plan - LEADERSHIP

Employees, including salespeople, can perform better for their employer if they understand where the company is heading and what is specifically expected of them to help the company get there. I am not talking about a business plan that you write up for the bank, but one that explains your vision, purpose, key values, important measurements and important action plans for the year.

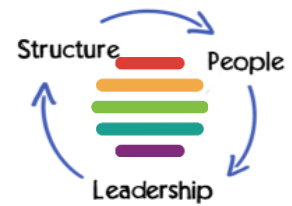
The [One Page Business Plan](#) is what our clients use. It is simple and powerful and provides clear direction for employees and managers.

Your plan will need to cover five areas:

1. Long-term goals. Having a 3-5 year goal helps the whole company keep an eye not only on today but also the distant future. It teaches employees how to make different decisions if everyone keeps the future in mind today.
2. A clear statement of what the company differentiator is in the market place from your customer's point of view.
3. Set company strategies or guidelines on which your employees will base their decisions. You know what these are, they are the values that have built your business to this point and you might add in a few new ones to get you toward your future.
4. Define your top key performance indicators on which to measure and monitor your progress monthly.
5. Establish 5-9 key projects or initiatives to be completed in your fiscal year that will support sales objectives and long-term goals.

## 2. A Sales-Supportive Company – LEADERSHIP / STRUCTURE

There are salespeople that can “sell ice to an Eskimo,” but I am not sure you are looking for them to build a sustainable sales team. For the majority of hard working, productive salespeople, they need the following to exist in order to meet and exceed reasonable sales targets.



- A competitive product or service
- Quality customer service
- A sales friendly culture
- Infrastructure to deliver on promises
- Effective Marketing to support sales goals

### 3. Establish Sales Focus and Goals - LEADERSHIP

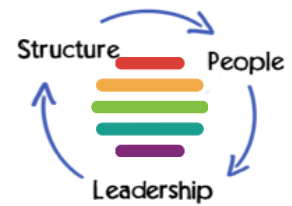
I often hear owners tell me the salespeople set the goals for the company. I really don't know how that can work. The company knows what it needs and it is the salespeople that need to go get it. Goals should be considered in the following areas:

- Type of client /customer you are targeting
- Where you will be targeting
- Sales volume needed to hit company goals
- What is expected from each salesperson
- How many salespeople you will need

### 4. Establish a Compensation Plan - STRUCTURE

When building your compensation plan there are many factors to be considered. Here are some key components to understand and address.

- Average sales cycle time – This will impact your ramp up time and how you want to address guaranteed salaries.
- Average number of sales per year – This impacts the salary/commission ratio. Lower number of sales usually calls for higher salary with a smaller commission. The opposite is true for high numbers of sales.
- Gross profit margin per average sales – This will help determine the sales volume needed to justify compensation.
- Fair earning level for reps selling minimum expectations – Will give you a place to blend your salary and commissions at quota or goal.



- Bonuses and spiffs – These can be used to influence selling skills, activity, type of customer or a specific product. They are used temporarily and reviewed annually.
- Will this plan motivate the type of salesperson I will be hiring?

## 5. Job Description - Determine What Your Salespeople Will Do – STRUCTURE / PEOPLE

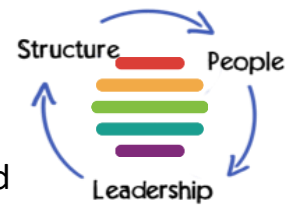
Develop a job description geared toward sales activity, not helping with company inventory, installs or answering phones. Salespeople are your revenue-generating center and every minute they have should be used to do exactly that. Be specific so you can keep them accountable for their role.

If you are not sure where to start, ask your best salesperson to explain what they do every day to produce sales. Write them down and build a job description. This is another area where a professional eye comes in handy. Job descriptions should include:

- Core responsibility – usually finding and closing business to meet company objectives.
- Some specific how-tos: i.e., Work the existing customer base, network, cold call and build a referral system.
- Measurable expectations: i.e., Monthly sales to meet or exceed \$\_\_\_\_\_.
- For new people I recommend including sales activity expectations to make sure they get off to a good start.

## 6. Develop a Sales Profile - Determine the Type of Salesperson You Need – STRUCTURE / PEOPLE

One salesperson does not fit well in every sales position. A good salesperson can adapt to any situation but they will not stay long in places that do not fit their selling personality. Some situations require a highly competitive personality that is closing business every day. Other positions require more patience, as sales cycles are longer.



At Sales Manager Now we use the “Profiles Sales Indicator” to build job match templates for each sales position. We then use these templates to assess new candidates during the hiring process to find a person that fits well and will have a good chance at staying with the company for many years. These assessments evaluate the following areas:

The Profiles Sales Indicator™ provides insight into five qualities that make salespeople successful:

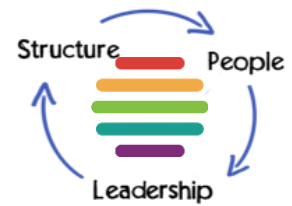
- Competitiveness
- Self-reliance
- Persistence
- Energy
- Sales Drive.

It also predicts on-the-job performance in seven critical sales behaviors:

- Prospecting
- Closing Sales
- Call Reluctance
- Self-starting
- Teamwork
- Building and Maintaining Relationships
- Compensation Preference

## 7. Define Your Sales Process - STRUCTURE

Sales is no different than any other department when it comes to how things are done. In accounting, production or customer service, there are processes to get the job done right. For some reason, many sales departments have none. Salespeople are supposed to just know what to do; after all they are salespeople. If they are good salespeople they will figure it out, but you will not be able to manage their performance. You will be left to keeping them if they are selling, frustrated with them if they are up and down, or firing them if they slow down too far. A process



will provide a successful road map for your team and allow a manager to measure progress and manage toward improvement.

Your sales process will usually include specific activity in the following areas:

- Lead generation
- Needs assessment or discovery
- Solution development
- Solution presentation
- Order processing

What is important to understand is that simply making a list of procedural activity without including elements with how people buy (buying motives, customer pain, purchasing goals) you will miss the boat. These are the skills that differentiate the better from the worse salespeople and need to be monitored and managed.

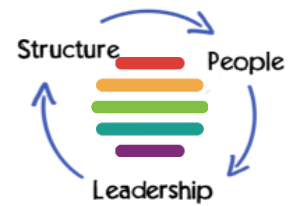
## **8. Hire the Right People - PEOPLE**

Now that you have defined what people will be doing and the type of person you need, go to market and find them. Hiring is the most important step in building a solid sales team. If your company is a quality employer where employees enjoy working, then promote that and wait till you find the right person. If you want to learn more about the hiring process we use, visit the articles page at our website to download a paper on our [hiring process](#).

## **9. Provide a Quality Orientation - STRUCTURE**

If you spend the time hiring the right person you can speed up their ramp up time by providing a quality orientation program that helps them with the following:

- Include them in the direction of the company plan
- Inform them of sales department responsibilities and goals
- Schedule and provide the proper product or service training



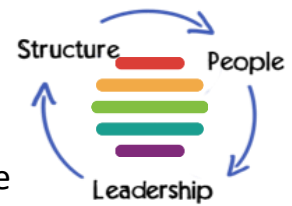
- Provide training on the sales process you use at your company (don't take for granted that everyone will sell the way you prefer)
- Provide time for them to get to know other employees and how the other departments operate
- Set ramp up activity goals as they work toward sales achievement
- Take them to lunch with owner and managers during the first month to get to know people better
- Make sure they feel welcome on their first day with business cards, work station ready, cell phone, laptop etc....

### **10. Use a Customer Relationship Management System (CRM) - STRUCTURE**

If you build your sales system right you can then match it up with a flexible CRM to add accountability and efficiency to your sales efforts. This keeps all your leads in one place, can add quality forecasting from sales department and if someone does leave, all their records are easily located and can be worked by someone else. That alone is worth the price of a system. I have used ACT and Microsoft Business Contact Manager on my PC and [www.salesjunction.com](http://www.salesjunction.com) for a web based solution. There are many out there to choose from but as with any database system, garbage in-garbage out. Consistent input of the right information will help salespeople leverage their efforts and management forecast future business.

### **11. Fill the Ongoing Sales Management Roles - LEADERSHIP**

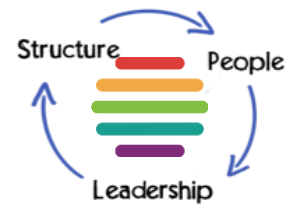
Most small businesses don't hire a sales manager because they are looked at as non-producing overhead. I would agree if the sales department and revenue were not growing. At the same time most salespeople need structure, as we have outlined, and a manager can provide the needed support required for them to be their best. This role should be filled either with a sales manager you hire, yourself or a Sales Management Consultant like us. (Tip: a good salesperson is not always a great sales manager, just like great pro athletes are not always great coaches)



The following is a list of roles a Sales Manager performs. Some have been covered already and others have not:

1. **LEADERSHIP** – will keep the team focused on the right targets, customers and activity. Salespeople can be easily distracted and leadership will keep them on course.
2. **COACHING** – we can all improve, learn something new and be better at our profession. Coaching is about strengthening what people know or discover through an outside perspective.
3. **SYSTEMS** –Build systems that will support the whole team and company over the long haul.
4. **MOTIVATION** – Sales is a tough business and a good attitude is required to be your best. Motivation from a manager is a key ingredient to keep the team sharp.
5. **EXPECTATIONS** – The manager receives expectations from ownership and keeps them front and center with the team.
6. **EDUCATION** – We need to learn new approaches, industries etc. A manager should be bringing constant education.
7. **TRAINING** – Training can be provided by the sales manager or contracted in. The purpose is to provide structured training that can be reinforced through coaching.
8. **CAMARADERIE** – It is always great to share sales war stories with someone who understands and listens.
9. **ACCOUNTABILITY** – After expectations are set, someone must do the inspection and management of results.
10. **RECOGNITION** – Every employee needs someone finding what he or she does right.
11. **REPORTING** – A delivery of management reports that owners can use to make good business decisions.





As you can see, the attention to a sales team is wide and deep and hard to do once a month. There are no shortcuts but many are tried.

Sometimes you get lucky and find a diamond in the rough that keeps sales going, but as soon as they leave you are left with dropping sales and no system to replace your star. Worse yet, maybe you're the rainmaker and are looking for someone to take it over so you can build the business, not just sell.

### **Where Do You Go From Here?**

It's tough to get all this done in a month or two, which is why many efforts to put a higher performing sales department in place are stalled or never attempted. Putting things in place is a great start but keeping things going is where the money is. We are here to help.

### **There are three ways we can help...**

1. **Tools and Resources:** If you want to continue to manage on your own take advantage of the blogs we email out, tips and any programs we provide to support your efforts. You will be receiving three significant emails to support you getting started over the next two weeks. If you are ready to go, they will help.
2. **Order the Book Part-Time Sales Management:** We've taken this into more detail in our book written especially for all small business owners managing their sales teams.
3. **Manage Your Team:** If you want to explore us taking over sales management for you [contact us](#) so we can set up a time to discuss how we can help build a dynamic sales team with you.

916-596-3713

[Schedule a meeting](#)