

The Zero-Turnover Sales Force

How to Maximize Revenue by Keeping Your Sales Team Intact

Doug McLeod

AMACOM

AMERICAN MANAGEMENT ASSOCIATION

New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco
Shanghai • Tokyo • Toronto • Washington, D.C.

CONTENTS

INTRODUCTION

A Sales Force That Can Make Your Career 1

1 PART

REINVENTING THE SALES FORCE 7

CHAPTER 1

A Tantalizing What-If:

A Stable, Unchanging Sales Force 8

Building a Zero-Turnover Sales Force
Is Not a Quick Fix 9

Considering Some Tantalizing What-if's 11

Starting Today 12

CHAPTER 2

The Real Cost of Sales Force Turnover 14

The Staggering Dollar Cost of Sales Force Turnover 15

The Variable Costs of Turnover 15

One More Cost to Consider—You! 17

Starting Today 17

CHAPTER 3

Why Salespeople Leave	19
The Real Reason Salespeople Quit	20
Great Expectations—Unfulfilled	21
It's Rarely about the Money	23
Starting Today	24

2 PART

ELIMINATING THE 12 ASSASSINS OF SALES FORCE STABILITY 25

.....

CHAPTER 4

Weak Recruiting	
<i>Avoiding the HR Trap</i>	27
The Reality of Online Job Applications	29
Mining for Gems	30
Straight from the Horse's...Mouth	32
The One Reason to Take a Job Applicant's Call	35
Starting Today	37

CHAPTER 5

Straight Commission	
<i>There's No Percentage in It</i>	38
It's a Numbers Racket	40
When Straight Commission Actually Pays Off	40
What Paying Straight Commission Really Says	43
Why "We Can't Afford Any Other Way"	
Doesn't Cut It	44

How Ditching Straight Commission Could
Salvage Your Career 46

If You Are Stuck with Straight Commission 47

Six Things You Can Do When You Absolutely Must
Pay Straight Commission 47

Starting Today 49

CHAPTER 6

Cold Calling

The Ultimate Sales Career Killer 50

Here You Go, Kid 50

Cold Calling Puts the Prospect in Charge 53

Cold Calling Inverts the Sales Activity Pyramid 55

Advertising Can Make Customers Call You 58

Power Writing Gives Your Message Muscle 59

Use Eye-Popping Discounts to Grab Attention 61

Craft a Compelling Call to Action 62

Relentlessly Drive Prospects to Your Sales Website 63

Qualifying Leads and Setting Appointments 65

Starting Today 66

CHAPTER 7

Unfocused Training

Training the Wrong People the Wrong Way 68

The Six Personality Traits That Just Can't be Taught 68

Use Training to Help Individuals Work as a Group 72

Understand the Three Challenges Within Your Sales Force 74

Great Sales Forces Prosper with Role Playing 79

Make Role Playing Work by Selling Its Benefits 80

Starting Today 85

CHAPTER 8

Sales Meetings

The Only Two That Are Worth Having 86

16 Reasons Why Salespeople Really Hate Sales Meetings 87

What a Bad Sales Meeting Can Do: A True Story 89

The Negative Effect of Meetings on Those Who
Can't Avoid Them 91

The Only Good Reason to Have Regular
Sales Meetings 92

Two Types of Sales Meetings Worth Having 93

Spread the Word and Watch the Clock 97

Give Guest Speakers Their Own Spotlights—
But Not at Sales Meetings 98

What If I'm a Rotten Meeting Runner? 99

One-on-One Sales Meetings 100

Applying These Concepts to a Large Sales Force 101

Starting Today 102

CHAPTER 9

Fuzzy Goals and Unrealistic Expectations

Set the Bar at an Achievable Level or Pay the Consequences 103

Earth Calling Corporate: Set Real-World
Sales Goals 105

Your Goals and Expectations 108

Dig Up Your Salespeople's Long-Term Goals
and Expectations 111

Management-Salesperson Relationships Make or
Break a Sales Force 115

Understand the Difference between Goals
and Expectations 116

Starting Today 118

CHAPTER 10

Inattention to Top Sellers

Never Lose Another High Achiever 119

Know the Five Things That Will Keep Top
Salespeople Aboard 120

Learn the Subtle Ways to Coach a Superstar to
New Heights 125

The Manager-Salesperson Age Gap: Use
Differences to Your Advantage 126

Starting Today 134

CHAPTER 11

Hesitation and Impatience with Young Salespeople

*Are You Empowering Your Young Sellers or
Using Them as Human Shields?* 135

How Senior Executives Can Miss the Boat on
Young Salespeople 136

Understand the Six Myths that Keep Young People
Off Sales Forces 141

Five Ways to Retain Younger Salespeople by Knowing
How They Think 144

Don't Use Young Salespeople as Excuses for
Your Mistakes 146

Think of Young Salespeople as New Seeds in a
Vibrant Garden 147

Starting Today 148

CHAPTER 12

Disorganized Ride-Alongs

Don't Waste an Opportunity to Get Out on the Road with Your Salespeople 149

Make Ride-Alongs Productive by Planning
Every Step of the Day 150

Don't Manage in a Vacuum: Multitask
Your Ride-Along 158

Starting Today 161

CHAPTER 13

Unrest in the Trenches

Do Your Salespeople Respect You, and If Not, Why Not? 162

Recognize that Some People Are Walking Time Bombs 163

True Leadership Calls for Real Respect 165

Why Displaying Individual Sales Figures Is
Tantamount to Public Flogging 168

Gain Respect from Above and Below by
Hitting the Numbers 170

Five Daring Ways to Find Out If Your
Sales Force Respects You 171

Starting Today 174

CHAPTER 14

Time as an Enemy

Avoid Burning in the Fire of Time 175

Master the Six Time Challenges You Face Every Day 177

Understand the Fragility of Time:
When It's Gone, It's Gone 188

Starting Today 189

CHAPTER 15

A Website That Doesn't Sell *Don't Squander Your Web of Opportunity* 190

Why the Traditional Corporate Website Has
Little Value for Sales 191

Your Sales-Specific Web Address: Choose One That
Feels Exclusive and Projects Value 194

Five Key Concepts That Create a Killer
Sales-Specific Website 195

The Most Effective Way to Build Your Website:
Make It Personal 197

Nine Ways to Create an Unbeatable
Sales-Specific Website 199

Convert Website Contacts into Customers with
Strong Follow-Up 203

Starting Today 205

3 PART

NAVIGATING THE COURSE AHEAD 207

.....

CHAPTER 16

What Zero Turnover Means on the Street 208

Zero Turnover and Other Companies' Salespeople 210

Zero Turnover and Your Competitors' Top Management 211

Zero Turnover and Your Customers and Prospects 213

Zero Turnover and the Big Cheese 214

Starting Today 215

CHAPTER 17

What to Do When You Don't Know
What You're Doing 216

Are You Expecting Too Much from Yourself? 218

Is Your Job Really About Having
All the Right Answers? 219

Do the Questions You Ask Lead to
Meaningful Responses? 219

Five Essential Traits That Can Help You Right Now 223
Starting Today 227

CHAPTER 18

Improving Your Game
Must-Read Books for Sales Executives 228

Indispensable Books for Sales Force Managers 229
Starting Today 236

INDEX 237