

Post-Call Debriefing

- Rules
 - Lessons are learned from mistakes
 - You need to consistently ask the question behind the question
 - Reality is different from what you will hear
 - Read between the lines
 - Be the master diagnostician
 - Keep the pressure on
 - Connect the weaknesses to their behavior
 - There is always one more question

Post-Call Debriefing

- The key to successful debriefing is to ask questions in the form of, “When you asked the prospect what did they say?”
- To ask these questions you must be prepared with the right questions
- Examples
 - When you asked how they would make their decision, what did they say?
 - When you asked what the consequences are of not fixing the problem, what did they say?
 - When you asked how they will feel when they have to tell their existing supplier it’s over, what did they say.

The Correct Framework

- Frequency – weekly
- Duration – one hour maximum
- Agenda – to help the salesperson get better (not a complaint session)
- Attitude and mindset – I want to improve
- Honesty – as much as possible
- Responsibility - bi-directional

Rules

- Strategy and debriefing are the managers responsibility
- Consistency and repetition are required
- The salesperson should earn the right to your help
- There must always be a lessons learned from coaching
- You should make your salespeople fix situations right after they screw it up
- Ad-hoc debriefing is can be the most valuable
- If you don't make it important your staff won't
- Growth and development require change
- Change is uncomfortable for everyone
- You are the leader of all change
- Without risk there isn't reward
- Coaching doesn't require all the answers just the right questions
- You only have to be one step ahead of your salespeople

Emphasize what Where?



Accountability

*Increasing Accountability in Your
Sales Organization*

The Accountable Culture

- Requires passion for success
- Recognizes and manages conditional commitment
- Requires written goals
- Makes sharing your dreams and goals safe
- Raises awareness of how your behavior impacts others
- Rewards open-mindedness
- Expects an ability to be introspective
- Values willingness to take a risk and fail
- Creates a supportive environment for feedback
- Fosters empathy and understanding

The Top Down Reality

- Everybody takes their cues from above
- You receive the behavior you model
- Look up for the cause of a problem
- Look down for the solution
- Your expectations must be black and white
- Consequences need to be agreed to in advance
- Exceptions become the norm over time
- To change things, start with yourself
- Responsibility is your responsibility
- Your outlook and attitude influence everything

Requirements

- Clearly defined goals and objectives
- Consequences for non-compliance
- Weekly review sessions
- Sales reports
 - Activity, pipeline, calendar and call reporting
- Maintenance program
 - Outlook, urgency and responsibility

Accountable to What - Baseline

- Daily sales activity
- Pipeline growth
- Weekly debriefing sessions
- Their quota
- Elimination of non-opportunities
- No excuses
- Execution of agreed to strategies

Accountable to What - Growth

- Ownership of their evaluation
- Attendance at scheduled training
- Willingness to take risks
- Willingness to fail
- Willingness to confront difficult situations
- Mastery of “running the bases”
- A lessons learned journal
- Consistent use of Sales Mind and a supportive record collection tape

What You Must Measure

- Dollars added to the pipeline
- Closing percentage
 - Identified opportunities to close
 - Proposals to close
- New compared to existing business
 - Pipeline additions and closed
- Length of sales cycle
- Dials, contacts, appointments booked, appointments held and proposals
- Number of referrals and introductions asked for and received