



TopLine Leadership's Coaching Tips for Sales Managers Re-Directing the "Imposters" on Your Sales Team

February 2009 Newsletter

"Results can't be managed, but behaviors and activities can."
Kevin Davis, President
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→ Your imposters are those salespeople who produce well in a good economy, but fail in a difficult economy....like the economy we're in now.

How should you communicate to your imposters that what you expect from them in the future will be different than what you have expected from them in the past?

The answer is to draft your new "Sales Constitution". For over 200 years the United States Constitution has served as the system of fundamental laws and principles of our society, the cornerstone of our democracy. A reflection of our Founding Fathers' core values, the Constitution has contributed significantly to the growth and success of the United States.

What is the Constitution of your sales team? Have you, as yet, identified and communicated what cornerstone behaviors and activities will be required to succeed in a down economy? If I was to ask one of the imposters on your sales team to describe to me how they hunt for new business, would I get a convincing answer?

"It is the nature of man to rise to greatness if greatness is expected of him."

John Steinbeck

→ Driving your sales team forward while staying locked on your rear-view mirror leaves you headed for a sales disaster.

Sales managers who try to manage by focusing on sales results are like a driver of an automobile who only looks in the rear view mirror.... chances are they will be surprised when they collide with something that comes unexpected, like a bad month. Every successful sale is the outcome of a series of behaviors (how something is done) as well as activities (how many times a behavior is performed).

Looking only in the rear view mirror is not an effective way to drive



a car, but it happens to be the way that many sales managers drive their sales teams. We wait until a sales rep has a bad month before we decide to get involved in "coaching" them. So then, when a rep produces a bad month, we rush over and smother them in coaching in an attempt to get their production back up quickly.

Sales results can't be managed effectively, but behaviors and activities can. To be the best sales manager, you must get in front of the result, and put in writing your expectations of the behaviors and activities that contribute to sales success during tough times.

"Rank does not confer privilege or give power. It imposes responsibility."

Peter F. Drucker

→ How to draft your sales team's new "Constitution"

Think of your top salesperson now, the best hunter on your sales team. What specific behaviors does he/she do that contributes to sales success? For example, "makes at least five new business prospecting calls every day." Then, what attitudinal qualities does he/she have which contributes to success? For example, "attempts to solve problems before seeking help."

Make a list of these qualities and skills which describe your new hunter, and then share this list with everyone on your sales team, especially your Imposters. Have each of your salespeople assess themselves on a regular basis against these behaviors and activities. Then, sit down one-on-one with each salesperson, discuss his/her self assessment, and put a plan in place to improve those in need of improvement.

Success is a habit. Unfortunately, failure can become a habit, too. If you haven't yet defined for your team what constitutes success going forward, now is the time for you to act. Re-define your expectations, and then communicate them regularly so that everyone, especially your imposters, knows what it now takes for success. That's effective sales management leadership in a difficult economy.

"No one was ever lost on a straight road."

Proverb from India

→ Sales Management Leadership Seminar Rescheduled for March 11-12, 2009

Our next open enrollment Sales Management Leadership workshop has been rescheduled for March 11-12, 2009 at Harrah's

Reno Hotel, located a short five-minute drive from the Reno-Tahoe International airport. Visit our website, www.TopLineLeadership.com, for more details.

Sincerely,
Kevin Davis
TopLine Leadership, Inc.



About Us

TopLine Leadership trains sales managers how to develop an elite high performance sales team. We train salespeople to outsell competitors by getting into the customer's head. Our training programs are systematic, proven and customizable.

Our most popular programs are [2-day and 3-day workshops](#). We also provide keynote, half-day and full-day sessions according to your needs. Call us today at (888)545-SELL, or info@toplineleadership.com.