



CHALLENGING TRADITION:

BUILDING A

**HIGH**

**PERFORMANCE**

SALES TEAM

# NEW BREED of SALESPERSON



# A NEW BREED OF SALESPERSON

Most of us remember the days of the three D's: demos, days off and draws. Salespeople were hired for their experience and given a large base salary. Young salespeople were lured into the business with the promise of being taught everything to succeed, and knowing in order to make a lot of money, they had to work long hours, weekends and holidays.

What really happened is that teaching was nonexistent, and they were thrown into a culture of sink or swim – loyalty lacked on both sides. This resulted in low wages and a high turnover rate.

In today's job market, sales leadership is increasingly discovering that a generational shift is happening and many people - not just millennials - are less motivated by money than ever before. Gone are the days where a sink or swim atmosphere produces good results.

Today's employees come with a new set of motivations:

- They want to feel their time is valuable
- They want to feel valued

- They want to feel a part of something important
- Most importantly, they want to live life outside of work

The greatest challenge of today's sales leaders is how to attract and keep this new breed of salesperson, and more importantly, to keep them happy and motivated.

This change almost directly mirrors the changes the automotive industry is seeing on the consumer end of the business.

Shifts in technology, cultural values, demand for transparency and pricing have drastically impacted the way we think about automotive retail, and it's no different for how we manage employees.

A paradigm shift needs to happen in dealerships, from salespeople who withhold information, to offering consumers information and building trusted relationships – and it all starts with leadership.

Prioritize relationships

Sell relevance/value

Coach skills



“

EXCELLENCE is not a skill.

It is an **ATTITUDE.**

- Ralph Marston

# BUILDING A SUCCESSFUL TEAM

Assembling a sales team that prioritizes relationships requires a mental shift from leaders. Don't look for the unicorn employee with years of experience. Instead, focus on the common traits found in high-performance teams:

- Value meaningful customer conversations and relationships
- Skill to communicate value to customers
- Skilled coaches who provide constructive feedback to other team members to help reach potential
- Prioritize staying current on trends
- Willingness to use technology and automation to sell smarter, faster and in more customer-centric ways

Interviewing salespeople is like peeling an onion. You have to get past conditioned responses. With 50 percent of today's sales reps missing quotas, finding the right fit which is also a

top performer matter. It's essential to understand when searching for new salespeople that character is most the important trait, and it far outweighs skill sets which can be taught.

## Interviewing Best Practices

- Research prior. Be prepared – performers demand it.
- Time – Remember their time is as valuable as yours.
- Let them do the talking. Ask questions and you can learn a lot in how they respond.
- Pay attention to things like body language, nonverbal cues and voice inflection.
- Tailor questions to determine character, drive and values over experience.
- Look for genuine, positive and passionate team players.

# SCALING FOR RESULTS

“Pet your racehorses; kick your ponies” refers to a management technique that focuses on getting a higher level of production out of a smaller team that possess character and passion.

You are building a small team with racehorses rather than a larger team of ponies that underperform, holding your team back from reaching sales goals and causing resentment among your top performers.

More sales people *doesn't* necessarily mean more production.

Traditionally, dealers believe more is better. The more salespeople they have, the more cars they will sell - but more is not necessarily better! Savvy dealers know it's better to have a small team of high performers than a large group of mediocre performers.

With a smaller team, you need fewer people to buy into your philosophies and processes. The more people on your team, the more likely there will be a problem child who doesn't follow a process and refuses to buy-in which can cause morale problems. Also, with a bigger group, the law of diminishing returns kicks into effect.





80%

of your time should be  
spent with

**TOP PRODUCERS**

# THE 80/20 RULE

Many managers tend to spend a majority of their time with bottom producers and only a small amount of time with their top producers. The key to scaling sales teams for growth is actually the reverse – focus 80% of management time with the top producers and 20% of their time with bottom producers.

For example, if managers spend time with someone who sells ten cars a month to get a 10% increase in production, that's one more car a month. Allocating that time with top performers selling 20 cars per month, you'll get a 10 percent increase in production - that's double the results.

Leaders have to protect the culture so that everyone can flourish. Sometimes, this is done by moving on your low-performers.

## **Coach Up – Manage Up**

Creating a culture of accountability is a key factor in continuous improvement. With so many KPIs and so many activities, it's

easy to overcomplicate managing a high performance team.

For best results, focus on the top five or six activities that align with your business goals. Identify the KPIs related to those activities and set a benchmark.

When your sales team knows they have to do these activities every day, every week, every month, they become ingrained. Consistently manage these activities for maximum results.

Traditionally, leaders tend to manage down by telling their team how they performed and what they need to do to be better. It can be much more effective to manage up. This means having salespeople be a part of the process and report their own KPIs to you, and then explain why they did not meet certain criteria and develop their own solutions. The only reason you would need to run a report is to verify the numbers. Managing up means being the most effective employee you can be by creating value for your boss and the company.



# WHAT GETS MEASURED GETS IMPROVED

Coaching is a lost art. It's crucial to be able to coach, train and counsel sales staff in order to successfully reach personal and business goals for you both.

If you feel like you have to motivate staff to perform continuously, then you've got the wrong employees, to begin with - they should be self-motivated!

Managers should lead from ahead by setting examples that inspire others. Don't ask someone to do what you won't do yourself. Most importantly, get to know your employees, and find common ground or area in which you can relate with them. Be relevant.

## Empower your team

Dealerships with the most effective sales teams are the ones where they empower their salespeople with a voice in making decisions and in the relationship.

## Motivate Your Sales Team

- Build trust – maintain and engage the team consistently and in a nurturing fashion.
- Understand personal/professional goals – grow your relationship and dial into what is going on in their life.
- Manage by personality – everyone is different, so understand how to motivate different styles.
- Set performance goals – through daily, weekly and monthly activities, and change the goals often.
- Train continuously – yields 50 percent higher net sales per employee, so make sure your team is covering the basics.
- Reward generously – offer team members options with rewards by giving them a voice in decisions and outcomes.



Rethink. **REINVENT.**

Reposition.

# MEETING CONSUMER EXPECTATIONS

Today's consumers demand more than ever – they expect your team to know their needs before they arrive, to experience a hassle-free buying process, to receive transparent and clear communications, and to experience the efficiency of an Amazon purchase.

The harsh reality is that it's impossible to meet the expectations of a modern consumer with antiquated processes. The key to delivering a remarkable shopping experience requires leaders to empower sales teams with modern technology that cultivates a customer-centric environment.

Sales teams are most effective when they are armed with the latest tools and technology that routinely make a point of eliminating any unnecessary people or steps from the car-buying process. This improves the experience for both employees and customers.

Empowering your front-line employees with mobile technology

that allows them to continuously stay in front of the customer, to provide answers to questions and to make offers quickly is the key to success.

## Technology Considerations

- Build mobile, tablet devices into the sales process with an eye for creating easy, seamless showroom experiences.
- Multi-channel communication is essential for modern sales, but don't forget to ask the customer's preferred method of communication.
- Don't let sales reps go rogue; build compliant texting into the standard communications process.
- Putting inventory videos on mobile devices is a game-changer for sales.
- Phones are still the most common method of communication – don't let poor call handling skills cost you money!

# CONCLUSION

If change is the only constant, then agility is paramount to successful leadership. How leaders guide their teams through the shift in consumer buying habits, an unknown political landscape, and the permanent changes in our business model, will determine if your dealership overcomes the volatility ahead.

Most important of all - your customer's experience starts with your sales team. Optimize your team and your operations to deliver remarkable experiences for each, and every customer.

Building a high-performance sales team will lead to healthy, lasting business relationships that keep your customers coming back.

Discover how modern technology can transform your sales team and how they serve your customers.

Learn More

[elead-crm.com](http://elead-crm.com) | 888.330.1004

