

SELLING POINTS

Wonder why your sales team isn't getting appointments? It might have something to do with these top reasons for sales call reluctance:

1. Salespeople don't like to call on friends or family.
2. They don't feel comfortable in a selling role.
3. Their view of selling is inconsistent with their own abilities or values.
4. It's difficult for them to handle rejection.
5. They fear the unknown.
6. They don't feel comfortable promoting themselves.
7. They focus more on their own survival needs rather than on the customer's needs, which causes them feelings of guilt or conflict.

POSITIVE PERFORMANCE FACTORS:

1. Individual self-image
2. Satisfaction in job role
3. Personal values
4. Work attitudes
5. Belief that they are creating value for people

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Connie Brubaker is a certified Integrity Systems® business consultant and professional speaker who focuses on sales, customer service and leadership.

LIGHT UP YOUR SALES TEAM

Build self-esteem now for a happy, productive 2006

by **Connie Brubaker**



Connie's Comments

If you're like me, the holidays can be a tough time to maintain focus. Out-of-town guests, Christmas parties, travel, decorating, cooking and shopping all conspire to distract us from growing our business this time of year.

Of course, December isn't the only time managers are forced to deal with motivationally-challenged employees. Clients continually ask me about the "secrets" for successful coaching as they deal with underperforming salespeople.

Why do some succeed while others — even those who seem to possess all the necessary skills — struggle? Why do some consistently sell well while others hit a ceiling? How can some motivate themselves while others' attitudes and work habits worsen over time?

Unfortunately, there aren't always easy, logical answers to these often perplexing questions. The reality is that people themselves are rarely logical — after all, we're all creatures of impulse and emotion.

Self-image is one of the most fundamental influences on job performance. We tend to unconscious-



ly evaluate ourselves based on past accomplishments or shortcomings, unintentionally often setting the stage for future success or failure. Most people err to the negative, undervaluing themselves and their capabilities.

Left unchecked, this tendency can erode self-confidence, undermine ambition and poison initiative. So one of the key functions of a manager is to intentionally invest in your peoples' self-esteem in order to help them better their performance. Focus on both their existing and still undiscovered strengths.

Praise positive performance —
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- Giving self-esteem this Christmas
- What causes sales call reluctance?
- Top motivators

Positive reinforcement key to increasing sales

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not just closing a sale, but also initiating customer contacts and scheduling appointments. Help create a supportive, successful atmosphere by consistently rewarding and reinforcing positive behaviors.

Earlier in my career, a wise manager helped me better my self-confidence and achieve new levels of success by skillfully mixing praise with constructive criticism. He told

me, "Your work is 99% great — let's work on the 1% that's left." That little bit of criticism, sandwiched between layers of genuine praise, was a lot easier to swallow.

You'll be a lot more successful in inspiring your team if you walk your talk. Model the behaviors that breed success: integrity, honesty, loyalty, commitment, promptness, ethical dealing with others.

Believe it or not, money isn't the strongest motivator for most salespeople — it's the need to feel valued, to create value for others. Help your team see the benefits they're offering your clients by providing needed products or services.

Finally, recognize your team and show your appreciation, especially publicly. It doesn't have to cost a lot — it really is the thought that counts. Movie tickets, a nice lunch, gift certificates, even a simple and sincere thank you note all say so much.

Remember, your objective is to build up your people. Show them what's expected *and* what's possible, practice good sales techniques yourself, give (and receive) feedback, and heap praise on them. Use these keys for successfully coaching and counseling your team, and I know you'll see better performances from your people in 2006.



"My boss gave me a motivation tape. It's a recording of him firing people."

QUOTE OF THE MONTH

"Behavior that gets rewarded gets repeated."

— Michael LeBoeuf
The Greatest Management Principle