



# TRAINING AND ON-BOARDING **YOUR NEW SALES REP**

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You've recruited and hired a great sales person. You've spent a lot of time, money and resources to find this person...now what? How can you ensure that they will be successful and stay with your company for years to come?

A common mistake is to hire a sales person and hope they have contacts that can bring in sales. Often companies will ask the sales person how big their "Rolodex" is as an interview question. There are a few problems with this as a question to screen for a great sales person. Firstly, any sales person who has a Rolodex, might be a bit behind the times. Secondly, the reality is that even experienced, well connected sales people need help from their company to be successful.

From our experience, there are 3 main things a new sales person (regardless of experience) needs in order to be on boarded properly. By having these 3 things in place, it will help the new hire ramp up quickly and help them hit their sales targets. They are:

- **An On-Boarding Process**
- **A Good Sales Manager**
- **Sales Coaching & Training**

## AN **ON-BOARDING** PROCESS

On-boarding is the process by which your company will hire, train, and bring a new hire into the culture of your organization. In our experience, the better the on boarding process, the better the chances of not only the person performing but the chances that they will stay with your organization. Think about your first day in your current job. Were your company organized? Were your desk, phone and business cards ready? Did you learn about the values and culture of the organization? How did other employees greet you or interact with you?

Some of the important items to include in any on-boarding program are:

- What does their first day, week, month look like?
- What are the expectations for this role? Clearly articulate them.
- What is important for them to know about the company, their role and when do they need to know it?
- Who is responsible for teaching them about the company, products and services?
- What kind of support is available through other employees, management or direct reports?
- What type of training will be done and when will it be done?

This is not an exhaustive list but will get you thinking about what is important for all new employees to know in the first few weeks.

A new employee's first few weeks can shape his attitudes and behaviours towards the organization for a long time. Therefore it is important for companies to be organized and have a defined process for how all new employees are on-boarded.

While specific targets and expectations will be very different across industries and product and service lines, we have found that following a quarterly plan similar to the one outlined below gives the best chance for satisfaction and success – for you and your new rep.

## QUARTER 1

- Devote the first quarter to working through your on boarding process
- Let your new rep get comfortable with your company, and confident about what he will be selling.
- Have your new rep make training calls, and work with him to become comfortable delivering their pitch
- Focus on education and training, NOT sales

While you will be eager to see your new hire start putting up big sales numbers it is unrealistic to expect this from a new rep, no matter how good he is. With the right foundation and knowledge those numbers will come; without it your rep may not be successful.

## QUARTER 2

By now your rep should be fully acclimated to your company culture and have a full understanding of your organizational goals and expectations for their performance – it's time to start selling.

- Your rep should be completely focused on business development. If his role is to find new business, he should be spending their time making cold calls. If he will be dealing with existing accounts he should be calling to create and build relationships with those clients
- Emphasis should be on filling his sales funnel
- While some sales will be made, full quota should not be expected

At the end of Q2 your new rep will have a fully developed sales pipeline that will start bringing in real revenue. By focusing on creating and maintaining relationships with new and current clients, your rep is setting himself up to take advantage of new opportunities.

### QUARTER 3

Your rep is ready to set his targets higher. His pipeline is full of warm and qualified leads, he has closed some sales and he is completely comfortable with your company's sales process and cycle. While business development activities should never stop, you should expect more from your new rep at this point.

- Increase the quota. Your rep is ready to be responsible for a full quota for the position
- Demand new opportunities. The relationships established in Q2 should be leveraged into larger orders, or a greater share of a client's purchasing.

### QUARTER 4

Your rep is fully ramped up with a full pipeline, full quota and new opportunities for your company. By this point you should be satisfied, if not ecstatic about his performance and a strong Q4 will set your new rep up for a very successful future with your organization.

## A **GOOD** SALES MANAGER

A big reason sales people leave or do not live up to expectations is they have no one to rely on to coach them, mentor them and help achieve their goals. In fact, the number one reason sales people tell us they are leaving their current role is, "Lack of support and guidance from my sales manager".

Many companies promote their top sales people to the role of sales manager as a reward for great performance. The reality is, most top performers make lousy managers because the skills needed to be a top performer are not necessarily the same to manage a team of people. Think of sales managers as coaches and as a coach, their main role is to make sales reps better. Going on joint sales calls, running role plays and improving on the little things is where sales managers should spend 90% of their time.

Make sure your sales managers have the ability to coach; otherwise you may have an issue with turnover.

## SALES TRAINING

Tiger Woods uses a coach not because he doesn't know how to swing a golf club. He uses a coach to fine tune his swing and get better and sales is no different. Even experienced sales people need reminders and refreshers on how to approach new business and how to move potential clients along in the sales process. Furthermore, every company has a unique way of selling their product and/or service. Just because a new hire was successful selling for a competitor doesn't that she understands how to position your service offering she needs guidance. Whether it is formal in class training, online training, one on one coaching, ride alongs or role plays in team meetings, investing in ongoing sales training and development will go a long way to securing more business.

Good companies should always be on the lookout for top sales people. Once you have found them be then prepared to hire, train and retain!

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## SALES RECRUITERS HELPING COMPANIES GROW REVENUE

SalesForce Search is a sales recruiting company which specializes in the recruitment and placement of sales professionals. We work in nearly every industry sector from financial services to pharmaceuticals and believe our Hiring Process can help you find the right sales person for your organization. Sales is the most critical component of every organization and hiring great salespeople is challenging. We help companies save time and money by finding the right sales person quickly and ensuring your organization hits their sales targets.

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next great sales professional today,



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