



Building A World Class Sales Organization *by Jack Daly*

As you look to build a World-Class sales organization, make sure that you are focused on the right things. As sales managers and business leaders, it is not your job to grow sales. It is your job to grow our salespeople in quantity and quality every day. The following 5 initiatives are the main areas that must be focused on when building a world-class sales organization:

1-Finding Good People

2-Getting Them to Join Our Team

3-Getting Them Trained and Producing

4-Growing Them In to Top Producers

5-Keeping Them

1-Finding Good People -The process of recruiting good talent to your organization is not one that often times happens by chance. Many companies get aggressive about recruiting only when they need somebody to add to their team or when they need to replace somebody who has just left their team. Recruiting is a process, not an event. It must be ongoing and continuous. Can you imagine only going after a new customer when you lose an existing one?

2-Getting Them To Join Our Team-Now that we have spent countless hours, days, and months hunting our prey, we finally have him/her in our sights. Once they have agreed to sit down for a formal interview I have the full expectations that the candidate has prepared and practiced a very thorough and professional presentation for our company, it's products/services, features, advantages, and benefits. This is only natural when we think about it in our sales process.

3-Getting Them Trained and Producing-Now that we have brought new talent onto our teams, it is imperative that we have a plan to get them "into the game" as soon as we possibly can. We often hear from sales managers and CEO's that the "ramp-up" time for salespeople is 6 months, 1 year, or more. It is the goal of this initiative to make sure that we get those salespeople ramped up quicker and producing results.

4-Growing Them Into Top Producers-It is my belief that training must be ongoing and continuous. As company leaders, we send our salespeople out into battle every day facing constantly changing forces in the marketplace. I tend to use the analogy of sending lumberjacks out into the forest each day to chop down trees. If the axes of our lumberjacks are not CONSTANTLY sharpened, they will eventually have to work much harder to achieve results. Thus, we get turnover and/or salesperson burnout.

5-Keeping Them- The Harvard Business School conducted a survey of top producing sales professionals that asked them to rank the top 5 reasons why they stayed in their current positions at their current companies. Here are the top 5 reasons:

- RESPECT
- RECOGNITION
- POSITIVE WORK ENVIRONMENT
- OPPORTUNITY FOR PERSONAL GROWTH
- MONEY
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