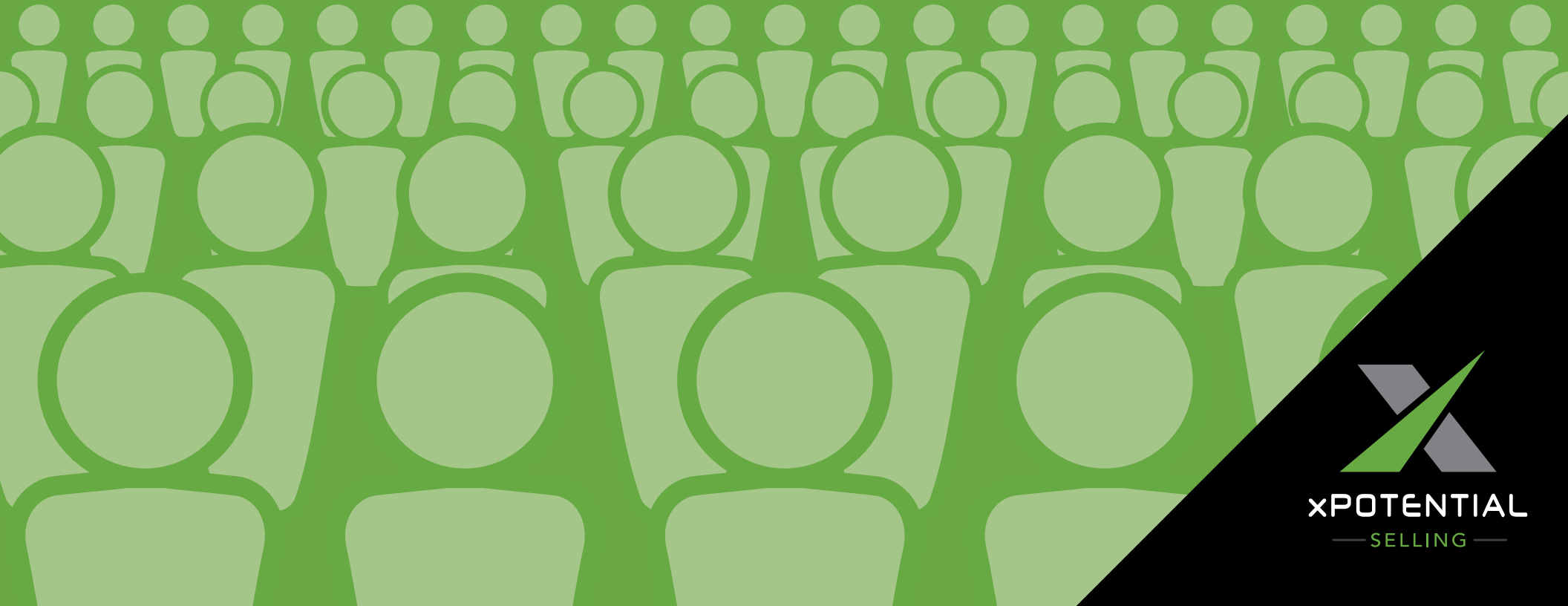


100

**REASONS
WHY YOUR
SALES TEAM
IS NOT
MAKING QUOTA**



xPOTENTIAL
— SELLING —

SUSTAINABLE SALES GROWTH IS WITHIN YOUR REACH. LET xPOTENTIAL SELLING HELP YOU ACHIEVE IT.



Since 2002, xPotential Selling has helped customers unlock hidden potential in order to recruit and retain effective sales teams, drive revenue, and grow their businesses. Our extensive sales expertise and business experience, combined with our proprietary tools and processes, position us to offer an unparalleled level of insight and engagement to clients of all sizes.



xPLORE
SALES ASSESSMENT

Hire the right person for the right job, reduce turnover, troubleshoot performance problems, and avoid costly hiring mistakes with insight into the behaviors, motivators, strengths, challenges, and selling skills of job candidates and incumbents.



xSELL
SALES TRAINING

Unlock the potential and optimize the performance of every member of your sales team through a unique methodology that integrates role-playing and problem-solving exercises with our proven sales process.



xSELL
SALES LEADERSHIP
TRAINING

Sales leaders learn the critical functions of their roles. Participants learn to uncover problem areas, optimize their team's performance, and deliver tangible, sustainable sales growth.



xPERT
SALES CONSULTING

Engage a thought partner for designing actionable plans to overcome obstacles, increase sales, and meet your strategic goals.

TABLE OF CONTENTS

1-15	Senior Level Sales Leaders
16-45	Sales Managers
46-50	Sales Process
51-69	Sales Operations
70-100	Sales Reps



SENIOR LEVEL
SALES LEADERS



SENIOR LEVEL SALES LEADERS
**FAIL TO DEFINE AND COMMUNICATE
A CLEAR SALES STRATEGY**

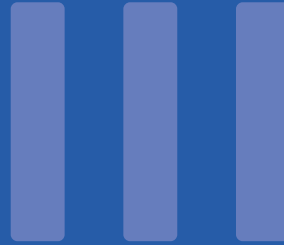


TWO

SENIOR LEVEL SALES LEADERS **FAIL TO REMOVE DEPARTMENTAL ROADBLOCKS THAT IMPEDE THE SALES TEAM**

Example:

Excessive customer service issues



SENIOR LEVEL SALES LEADERS
FAIL TO “BUY IN” TO SALES TRAINING PROGRAM

“You can’t lead where you won’t go.”



SENIOR LEVEL SALES LEADERS
**FAIL TO PROVIDE SUFFICIENT
FUNDING/RESOURCES FOR SALES TEAM**

*Example:
Market intelligence*

FIVE

SENIOR LEVEL SALES LEADERS **FAIL TO “BUY IN” TO SALES SUPPORT STRATEGY**

*Don't waste precious sales
time on reps doing database
management.*



SENIOR LEVEL SALES LEADERS
**FAIL TO HOLD MID-LEVEL MANAGERS
ACCOUNTABLE**



SENIOR LEVEL SALES LEADERS
**FAIL TO RECOGNIZE THE CRITICAL ROLE
OF THE FRONT-LINE SALES MANAGER**



EIGHT

SENIOR LEVEL SALES LEADERS **HAVE “OVER-FOCUS” ON QUOTA**

Idea:

Instead of a hyper-emphasis on sales numbers, focus on identifying and developing sales behaviors that drive revenue.

IX

SENIOR LEVEL SALES LEADERS
MICROMANAGE THEIR SALES MANAGERS





SENIOR LEVEL SALES LEADERS
**FAIL TO FOCUS ON THE RIGHT SALES ACTIVITIES
THAT DRIVE QUOTA, SUCH AS QUALIFYING**

Stat:

*89% of senior sales executives rely more
on current and historical data than
on forecast data. (Source: Economist
Intelligence Unit)*

ELEVEN

SENIOR LEVEL SALES LEADERS FAIL TO FOCUS ON THE QUALITY OF SALES ACTIVITIES THAT DRIVE QUOTA

Stat:

*Companies that excel at lead nurturing
generate 50% more sales-ready leads at 33%
lower cost. (Source: Forrester Research)*

XII

SENIOR LEVEL SALES LEADERS **FAIL TO COACH THEIR SALES MANAGERS**

Question:

*Do you have a coaching process for
developing Sales Managers?*



SENIOR LEVEL SALES LEADERS **FAIL TO USE SUFFICIENT METRICS TO DRIVE DECISIONS**

Stat:

Only 4% of companies have achieved the capability to perform “predictive analytics” about their workforce. (Source: Deloitte 2013)

FOURTEEN

SENIOR LEVEL SALES LEADERS
DO NOT HAVE PROFESSIONAL SELLING EXPERIENCE

SENIOR LEVEL SALES LEADERS **VIOLATED THE TRUST OF THE SALES TEAM**

Example:

*Failure to remove micromanagers/tyrants
from leadership roles*



SALES
MANAGER



SALES MANAGER **HAS A BEHAVIORAL CONFLICT WITH THE JOB**

Example:

*Easily angered; too passive; too
emotional; excessively critical*

SEVENTEEN

SALES MANAGER HAS A MOTIVATIONAL CONFLICT WITH THE JOB

Example:

*Not motivated by investing in,
or coaching, sales reps*

XVIII

SALES MANAGER
**FAILED TO CLEARLY DEFINE “EXPECTATIONS”
FOR THE SALES ROLE THEY MANAGE**



SALES MANAGER
**FAILED TO CLEARLY COMMUNICATE “EXPECTATIONS”
TO THE SALES REP**



SALES MANAGER **HAS A COGNITIVE CONFLICT WITH THE JOB**

Example:

*Relationally sensitive – afraid to hold
reps accountable*



SALES MANAGER **HAS COGNITIVE DEFICIENCIES**

Example:

*Systemically challenged - inability to define
or improve sales processes*



SALES MANAGER **UNWILLING TO BE COACHED**

*“The path of least resistance is the path
of the loser.” - H. G. Wells*

TWENTY THREE

SALES MANAGER HAS CONFLICTING SALES MANAGEMENT EXPERIENCE WITH ROLE

Example:

*Transactional Sales Manager moved to Major
Account Sales Manager role*

XXIV

SALES MANAGER
**DOES NOT CONDUCT REGULAR ONE-ON-ONE
SESSIONS WITH SALES REPS**



SALES MANAGER CONDUCTS INEFFECTIVE ONE-ON-ONE SESSIONS WITH SALES REPS

Stat:

*95% of the time, one-on-one
sessions should be about coaching to
improve skills.*

TWENTY SIX

SALES MANAGER
**DOES NOT KNOW THE SALES PROCESS
WELL ENOUGH TO COACH IT**



XXVIII

SALES MANAGER LACKS PROCESS FOR IDENTIFYING SOURCES OF PERFORMANCE ISSUES

Idea:

*Assess the “necessity” and the “quality” of
every sales activity of every sales rep.*



SALES MANAGER FAILS TO CONDUCT AN ANALYSIS OF EACH SALES REP'S PERSONAL STRENGTHS AND WEAKNESSES

Idea:

*Use an in-depth sales assessment to
identify the personal skills that might
need development.*

TWENTY NINE

SALES MANAGER
**FAILS TO PRACTICE (ROLE-PLAY) WITH REPS
TO IMPROVE THEIR SELLING SKILLS**

Practice!
Practice!
Practice!



SALES MANAGER
**DOES NOT UNDERSTAND THE PERSONALITY,
MOTIVATIONS, AND LIFE ISSUES OF THE SALES REP**



SALES MANAGER DOES NOT HOLD THEIR SALES REP ACCOUNTABLE

*“Bad behavior only continues for those
who allow it.” – Gary Hopkins*

THIRTY TWO

SALES MANAGER **DOES NOT CONSISTENTLY OBSERVE SALES REPS COLD-CALLING**

Example:

You cannot hold a rep accountable for an insufficient pipeline if you do not know what they're doing on a cold call.



SALES MANAGER
**DOES NOT CONSISTENTLY OBSERVE SALES REPS
ON SALES APPOINTMENTS**

Stat:

*58% of buyers report that sales reps
are unable to answer their questions
effectively. (Source: Forbes Insight)*



SALES MANAGER **DOES NOT COACH REPS**

*Coaching is not telling.
It's asking questions to get the sales rep
to think for themselves.*

THIRTY FIVE

SALES MANAGER
DOES NOT CONDUCT REGULAR SALES MEETINGS



XXXVI

SALES MANAGER
CONDUCTS INEFFECTIVE SALES MEETINGS

*If sales meetings were not required,
would anyone show up?*

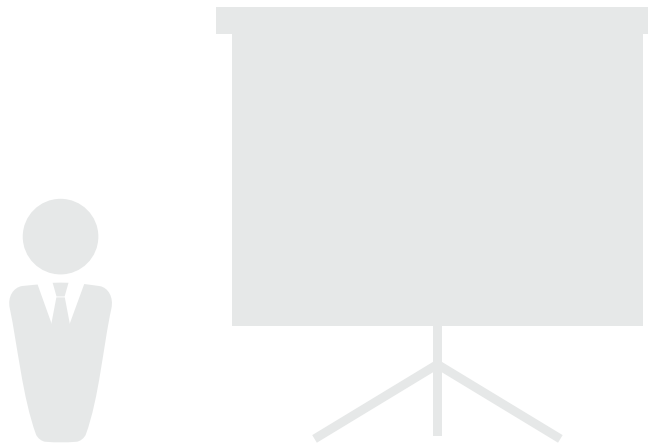


SALES MANAGER HAS NO AGENDA FOR THEIR SALES MEETINGS

*“Plans are nothing; planning is
everything.” - Dwight D. Eisenhower*

THIRTY EIGHT

SALES MANAGER **HAS POOR SPEAKING/PRESENTATION SKILLS IN SALES MEETINGS**



XXXIX

SALES MANAGER
**DOES NOT MAKE THEIR SALES MEETINGS
“SALESPERSON” FOCUSED**

Idea:

*Make the new purpose: “to help your
sales reps make more money.”*



SALES MANAGER
LACKS CONTROL OVER UNRULY SALESPEOPLE



FORTY ONE

SALES MANAGER LACKS A STANDARD OF SUCCESS TO COMPARE THE SALES REP TO WHEN OBSERVING

*A Sales Manager must know the sales
process better than the rep.
(You can't teach what you don't know.)*

XLIII

SALES MANAGER FAILS TO CONDUCT PRE-CALL PLANNING WITH REP PRIOR TO GOING ON A JOINT SALES CALL

Idea:

*Define roles and an
“if it goes bad” strategy.*



SALES MANAGER
**DOES NOT CONDUCT FOLLOW-UP
COACHING AFTER OBSERVATION**

FORTY FOUR

SALES MANAGER **WILLINGLY ENGAGES IN TOO MANY NON-SALES ACTIVITIES**

Example:

*Attends too many meetings that
don't directly drive sales.*

XLV

SALES MANAGER TAKES OVER TOO MANY SALES CALLS FROM SALES REPS IN ORDER TO WIN BUSINESS

Idea:

*Let a sales rep fail, because
pain is a great teacher.*



SALES
PROCESS



SALES PROCESS IS NOT IN PLACE FOR SALES REP TO FOLLOW

Example:

*Each step must be defined
and have a purpose.*

FORTY SEVEN

CURRENT SALES PROCESS
HAS TOO MANY STEPS

XLVIII

CURRENT SALES PROCESS
HAS TOO FEW STEPS

49

CURRENT SALES PROCESS **IS TOO COMPLICATED**



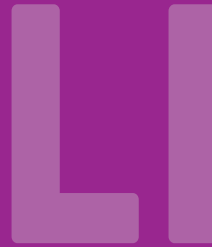
FIFTY

CURRENT SALES PROCESS **IS NOT CUSTOMIZED FOR THE SALES TEAM**

*Don't force your sales reps to make
“mental leaps” because your sales
process is off-the-shelf.*



SALES
OPERATIONS



SALES REPS IN FARMER ROLES ARE NOW REQUIRED TO HUNT FOR NEW BUSINESS

*Customers may love your Account
Executives (Farmers), but that does not
mean Prospects will.*



INSIDE SALES REP MOVED INTO AN OUTSIDE SALES ROLE

*Receiving inbound calls is easy
compared to making outbound calls to
people who don't know you.*

FIFTY THREE

DEPARTMENTS, LEADERS, AND MANAGERS USE DIFFERENT QUOTAS AND ACTUALS FOR REPORTING PERFORMANCE

Example:
Gross sales or gross margin?

LIV

COMPENSATION PLAN IS TOO RICH FOR THE WORK REQUIRED OF SALES REP

*Sales Rep:
“I’ll never leave!”*



COMPENSATION PLAN IS INSUFFICIENT FOR THE WORK REQUIRED OF SALES REP

Sales Rep:
"This is not worth it!"

FIFTY
SIX

COMPENSATION PLAN CHANGED FROM THE ORIGINAL COMMITMENT WHEN SALES REP STARTED JOB

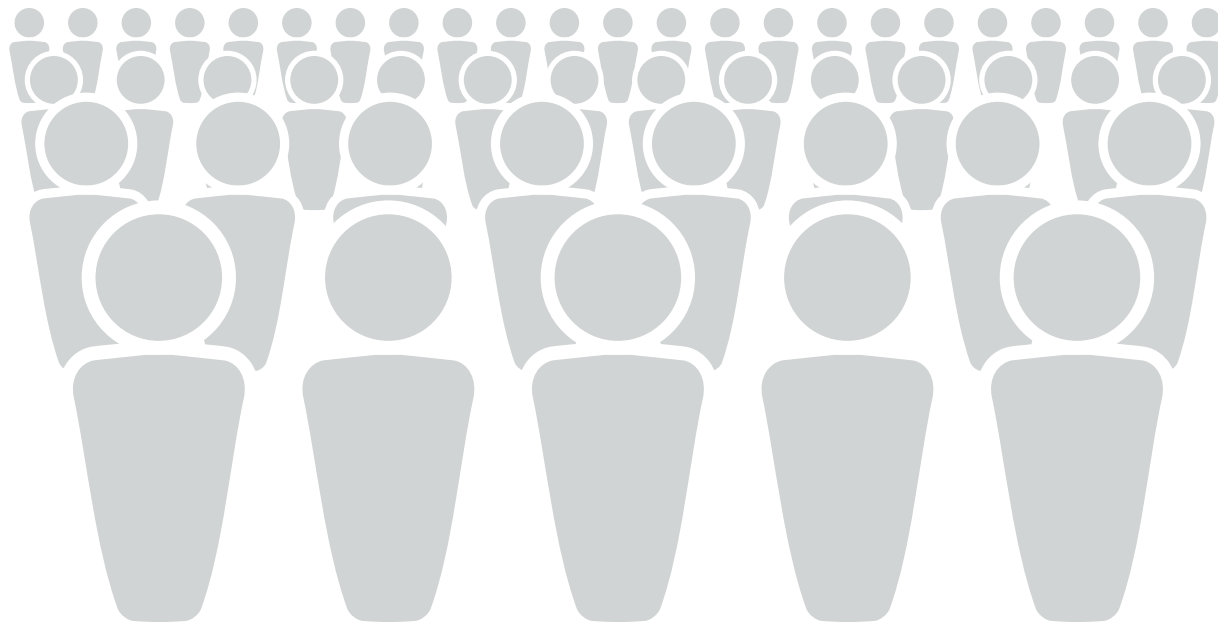
*Sales Rep:
“This is not fair!”*

LVII

TOO MANY COMPETITORS IN TERRITORY



TOO MANY SALES REPS IN TERRITORY



FIFTY NINE

NOT ENOUGH LEGITIMATE CUSTOMERS IN TERRITORY

LX

NO NEW OPPORTUNITIES IN TERRITORY





NO SALES TRAINING PROVIDED FOR SALES REP

*Sales training must be customized,
reinforced, and measured.*

SIXTY TWO

NO SALES LEADERSHIP TRAINING FOR SALES LEADERS

*Sales Managers must view coaching
sales reps as their top priority.*

LXIII

INEFFECTIVE SALES TRAINING



POOR DELIVERY OF SALES TRAINING



SIXTY FIVE

INSUFFICIENT SALES TRAINING MATERIALS

LXVI

NO SALES TRAINING PROCESS TO ENSURE RETENTION

Idea:

*Hire a sales training company that uses
a training process to ensure results.*



INSUFFICIENT AMOUNT OF TIME DEDICATED TO TRAINING

*“A lifetime of training for just ten
seconds.” - Jesse Owens*

SIXTY EIGHT

TOO MUCH TRAINING IN TOO SHORT OF TIME

LXIX

NO REINFORCEMENT OF TRAINING

*“The way positive reinforcement is
carried out is more important than the
amount.” -B. F. Skinner*



SALES
REP



SALES REP HAS A BEHAVIORAL CONFLICT WITH THE JOB

Example:

Inflexible; too aggressive; overly analytical

SEVENTY ONE

SALES REP HAS A MOTIVATIONAL CONFLICT WITH THE JOB

Example:

*Not driven by making money in a
commissioned sales role*

LXXII

SALES REP HAS A COGNITIVE CONFLICT WITH THE JOB

Examples:

*Fears rejection; lacks self-
management; lacks self-awareness*



SALES REP HAS PERSONAL ISSUES DISTRACTING THEM FROM THEIR JOB

Examples:

Relational; financial; health; family

SEVENTY FOUR

**SALES REP
IN CONSULTATIVE SALES ROLE ONLY HAS
TRANSACTIONAL SELLING EXPERIENCE**

LXXV

SALES REP
IN MAJOR ACCOUNT SALES ROLE ONLY
HAS SMALL PRICE POINT SELLING EXPERIENCE





SALES REP IN B2B SALES ROLE ONLY HAS B2C SELLING EXPERIENCE

*Transitioning from simple to complex
selling can be too great a chasm for
some to leap.*

SEVENTY SEVEN

SALES REP
IN OUTSIDE SALES ROLE ONLY HAS INSIDE SALES
(CALL CENTER) SELLING EXPERIENCE



LXXXVIII

SALES REP
IN TEAM SELLING ROLE ONLY HAS INDIVIDUAL
SELLING EXPERIENCE



**SALES REP
IN PROSPECTING SALES ROLE ONLY HAS EXPERIENCE
WHERE THE COMPANY PROVIDED LEADS**

EIGHTY

SALES REP IS UNWILLING TO BE COACHED

*“People are anxious to improve their
circumstances, but they are unwilling
to improve themselves. They therefore
remain bound.” – James Allen*

LXXXI

SALES REP IS ENGAGED IN TOO MANY NON-SALES ACTIVITIES

*Is your sales rep in Sales or
Database Management?*



SALES REP IS TOO FOCUSED ON CUSTOMER SERVICE ISSUES

*Is your sales rep in Sales or
Customer Service?*

EIGHTY THREE

SALES REP LACKS TECHNICAL EXPERTISE REQUIRED TO SELL PRODUCTS/SERVICES

*Hire on personal skills. Train on
products and services.*

LXXXIV

SALES REP
**RELIES TOO HEAVILY ON REFERRALS INSTEAD OF
PROSPECTING FOR NEW BUSINESS**



SALES REP FAILS TO UP-SELL AND MAXIMIZE EACH SALES OPPORTUNITY

“Disney doesn’t want your money. They want all your money. And they are masterful at getting you to happily give it to them.” – Barrett Riddleberger

EIGHTY
SIX

SALES REP
**CONSISTENTLY DROPS PRICE IN ORDER TO
MAKE A SALE WHICH ERODES MARGINS**



LXXXV

SALES REP FAILS TO QUALIFY EACH OPPORTUNITY

Stat:

*Just 3% of companies say their
forecasts are “always accurate.”
(Source: Economist Intelligence Unit)*



SALES REP CONSISTENTLY ATTEMPTS TO SELL TO UNQUALIFIED BUYERS

More to manage and less to close

EIGHTY NINE

SALES REP IS FOCUSED ON THEIR OWN SURVIVAL INSTEAD OF THE PROSPECT OR CUSTOMER'S OBJECTIVES

Poverty Focus

*"I'll be lucky to make my
car payment again."*

Prosperity Focus

*"I see 3 or 4 ways we can help this
company if I call in a vendor to assist on
one of them."*



SALES REP LACKS PROFESSIONAL PRESENTATION SKILLS



SALES REP LACKS NEGOTIATION SKILLS

*“A large pipeline of qualified prospects
is the greatest weapon to wield when
negotiating.” –Barrett Riddleberger*

NINETY
TWO

SALES REP LACKS BASIC BUSINESS KNOWLEDGE

*How businesses work, make money,
and serve their customers*

XCIII

SALES REP CONDUCTS “PRODUCT-FOCUSED” INSTEAD OF “BUSINESS-FOCUSED” CONVERSATIONS

*Your sales reps don't sell products/
services. Customers buy what your
products/services do for them.*



SALES REP **SELLS ON PRICE RATHER THAN VALUE**

*Is price or value reflected in their
words and behaviors when they
engage the prospect?*

NINETY FIVE

SALES REP FAILS TO UNCOVER THE BUYERS PERCEPTION OF VALUE

*Listening (rather than talking) through
a sales call reveals the prospect's
perception of value.*

XCVI

SALES REP FAILS TO DEVELOP SUFFICIENT TRUST WITH THE BUYER

*Do your sales reps deliver good words
that establish credibility with buyers?*



SALES REP HAS POOR WRITING, GRAMMAR, AND SPELLING SKILLS

*Your company's reputation and
livelihood can rest on the 7th
grade grammar skills of a single
sales rep.*

NINETY EIGHT

SALES REP HAS A POOR SELF-IMAGE

“It’s the repetition of affirmations that leads to belief. And once that belief becomes a deep conviction, things begin to happen.” - Muhammad Ali

XCIX

SALES REP FAILS TO ASK ENOUGH QUESTIONS OF THE PROSPECT





SALES REP FAILS TO ASK THE RIGHT QUESTIONS

*“The wise man doesn’t give the
right answers, he poses the right
questions.” - Claude Levi-Strauss*



xPotentialSelling.com
info@xpotentialselling.com
866-350-4457