



JIM PANCERO

HELPING YOU BECOME A
STRONGER LEADER OF YOUR SALES TEAM

Advanced Sales & Sales Leadership Training & Consulting



**Convenience
Distribution**
ASSOCIATION

Present

**“Leading Your Team’s Selling Process
as a Coach and Leader of Your
Sales Team”**

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ABOUT JIM PANCERO



If you are interested...open... and ready to improve your team's success, then Jim Pancero has answers for you. The proven selling philosophies, processes and structures Jim shares all have just one goal...to increase your personal "Powerhouse Selling Advantage." The leading-edged ideas Jim shares have been researched, validated, and fine-tuned through his over 30 years influencing and guiding top performers selling higher priced and/or competitively complex distribution materials, large equipment, or business services. Jim has conducted extensive work within the agricultural industry including training over 3,500 John Deere dealer team members in the US and Canada.

Even during a sixty-minute keynote, Jim's combination of humor and real-world examples provides even experienced audience members who think they've heard it all before and are convinced there's nothing new in sales with immediately implementable concepts that work. Jim's proven concepts center on showing you ways to strengthen the messaging and positioning of your uniqueness and value, gaining more control of your selling processes, and strengthening your leadership team's abilities to coach and lead in today's hyper-competitive economy and global marketplace.

Jim's background includes being a top performer selling large computer systems for the Data Processing Division of the IBM Corporation. During Jim's prestigious IBM career, he earned several awards including the coveted "Golden Circle" designation annually awarded to the top 5% of their international sales force.

Since founding his sales training and consulting company in 1982, Jim has conducted over 3,100 speeches, in-depth seminars, or consulting days for more than 600 companies in over 80 different industries. Over 90% of Jim's clients have utilized his ideas and services more than once. Jim has also been recognized by the National Speakers Association having earned their CSP (Certified Speaking Professional) designation and been inducted into their Speakers Hall of Fame. This combined honor has only been awarded to less than 3% of their 3,500 professional members.



For more on how to increase your competitive selling advantage in today's virus-impacted times visit Jim's Pancero.com website, Check out his video clips on [YouTube/jimpancero](https://www.youtube.com/jimpancero) as well as his latest video ideas on how to sell and lead a sales team in these COVID-19 times at Pancero.com/virus.

“We know you're good. Now the only question is...are you ready to get even better?”

Greatest Changes in Selling Today

- **Buyers expect immediate answers...from anyone**
- **Shorter sales calls / Less time to sell**
- **Less time for visiting, "Chit Chatting," & service calls (Anything you need?)**
- **Salespeople brought in later in buying process**
- **Less loyalty - More asking "What have you done for us lately?"**
- **Competitive pressures forcing sellers to become more proactive in their selling and promotional efforts**

Program Agenda

SECTION I - How to Become a Stronger “Selling Process” Coach and Leader

SECTION II - How to Get into the “Coaching Zone”

SECTION III - Extra “Stuff” That’s Really Important to Sales Leadership...

SECTION IV- So, What Now?

SECTION I

How to Become a Stronger “Selling Process” Coach and Leader

Your Job as A Sales Leader Will Depend on Your Current Sales Team

- WHAT IS THE PHILOSOPHY OF YOU AND YOUR SALES TEAM?

- *“Independent Gunfighters” – Old school “baby boomer” style of management*

- Like a gunfighter in the old West, treats each customer or selling situation as a unique selling opportunity or challenge
- Each customer gets a unique selling message of value to best fit what they said they wanted (no matter what they said they wanted)
- Each customer is sold in a different way or approach...no consistency of their multiple stepped selling process
- Nothing is learned or gained from either a win or loss since the next customer will get their own unique approach anyway
- Sees themselves in direct competition against all the other reps on their team.
- Manager only learns about a new selling opportunity after a proposal or quote is delivered
- Wants as little management attention as possible. Only wants to use their manager for special pricing, expediting, problem solving, or customer visits

- *“Selling SWAT Team” – More competitive “Millennial” style of sales leadership*

- Sales team defines, and then follows a consistent multiple-stepped selling process and message of value and uniqueness
- What is learned through the win or loss of an individual sales provides learning, input and value to the entire sales team helping all make the next selling opportunity even more efficient and successful
- Encourages an “Us against the rest of the world” team philosophy so team members encourage and support each other
- Manager involved from the beginning of the sales planning efforts so the first positioning efforts are effective and successful
- Active involvement with their sales manager to help develop account plans and next best steps to be taking

The Job of a Sales Manager

“The job of a sales manager . . . is to help every one of your people achieve more than they would have achieved if just left alone”

- Are You Investing Your Sales Leadership Time as A Manager...Or A Leader?

- Reactive “Management” Functions

- 1) Personal sales territory responsibility
- 2) Special pricing
- 3) Expediting orders
- 4) Problem solving
- 5) Paperwork, internal reports and budget/quota analysis
- 6) Customer “suck up” calls (“Thanks for the business”)
- 7) Hiring/firing

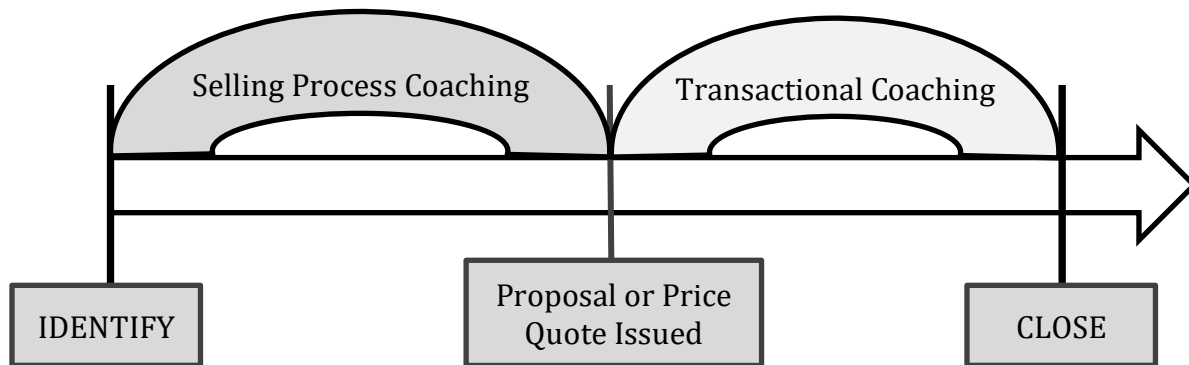
- Proactive “Leadership” Functions

- 1) Managing and motivating your people
- 2) Coaching/training to improve selling skills
- 3) Managing/coaching/leading account planning and selling strategy
- 4) Defining, teaching and monitoring selling “best practices”

The Changing Definition of a Sales Leader

Sales managers spend majority of their time acting as “Head Doer” and little time as “Head Selling Coach”

- Majority of sales managers are currently carrying some territory responsibilities
 - *The greater your personal selling responsibilities as a manager...the more reactive you will be as a coach and leader of your sales team*
- Sales managers function more as “Transactional” sales managers than as “Selling Process” coaches and leaders of their sales team



- Transactional Sales Coaching

- Reactive – Starts after proposal is issued – “My door is always open to help”
- Major focus is to help close the business with minimal loss of margin
 - *“Cut it to win it”*

- Selling Process Coaching

- Proactive – Starts involvement before rep makes first call on prospect (optimum) – “Get in here and tell me how the Jones account is progressing.”
- Major focus is to help define account selling strategy and multiple stepped tactical implementation plan
 - *“Get it set up correctly from the beginning”*

Where Do You Focus Your Communications?

Future – “So what can you do so we don’t have this problem again?”

- Forecasts and quotas
- Message of uniqueness development
- How to gain a ‘competitive advantage’ meeting

Today – “So what do you plan to do to fix it?”

- Status reports
- Call planning meetings
- Customer sales calls
- Problem resolution activities

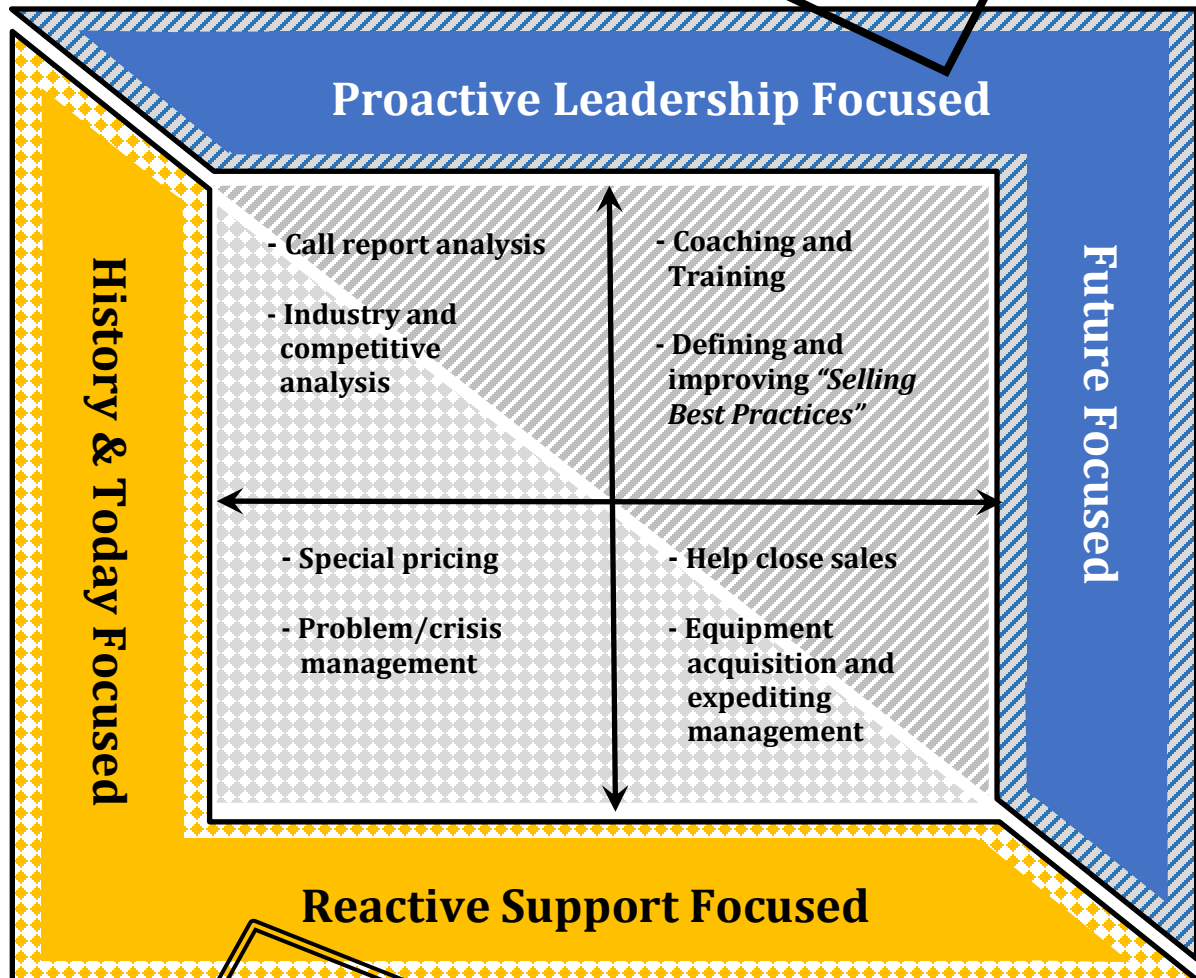
History – “So what happened?”

- Call reports
- Expense reports
- *“What happened?”* meetings

Are You a Sales Leader or Just A Sales Manager?

"Sales Process" Sales Coach and Leader

- Asks "how" and "why" questions that focuses on improving the selling process
 - "How are you planning your next selling steps with this buyer?"
 - "Why aren't you also talking with their financial buyer?"



"Transactional" Sales Manager

- Asks "what" and "who" questions that focus on winning the transaction
 - "What's it going to take to close that proposal?"
 - "Who else do you think will close this month?"

SECTION II

How to Get Into “The Coaching Zone”

What Skills Do You Most Want in The Next Sales Rep You Hire?

1. _____

2. _____

3. _____

Selling Skills Required for Selling Success

Strategic *Focus and Positioning*

- **Communicating Your Philosophy and Market Position**
- **Answering the Question "Why, based on all of the competitive alternatives available to me, do I want to buy from you?"**

Tactical *Tools and Controls*

- **Understanding and Controlling Your "ID to Close" Selling Process**
- **How to Call "Higher and Wider" Within a Customer's Organization**
- **How to Utilize the Rest of Your Team in Your Selling Process**
- **Time and Territory Management Skills**
- **Effective Negotiation Skills**

Operational *Skills and Abilities*

- **Steps of a Sales Call**
- **Personality Awareness Skills ("Why people buy")**
- **Persuasive Communication Skills**
- **Product and Industry Knowledge**

Attitude & Energy

Increasing Your Selling Skills

- What to expect from strengthened strategic selling skills

- The ability of your sales team to sell at higher margins because they understand you are *not* in a price driven market
- The ability to answer persuasively a customer asking them *“why, based on all the alternatives available to me do I want to buy from you?”*

- What to expect from strengthened tactical selling skills

- Sales professionals planning their daily and weekly activities or travel schedules in advance and in a logical way that is visible to everyone within your sales team.
- Sales professionals better able to answer where any customer currently is and what they have planned to maintain or grow their business
- Sales professionals being more proactive and initiating competitive protection activities sooner and with a higher degree of effectiveness
- More ongoing new business prospecting efforts

- What to expect from strengthened operational selling skills

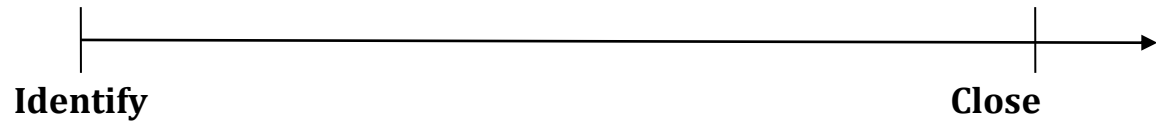
- A more consistent and persuasive sales professional able to handle a wider range of customers, their concerns, their needs and expectations.
- A sales team who will come across to your customers as more customer focused, more professional and of more value than your competition.

- What to expect from strengthened attitude and energy selling skills

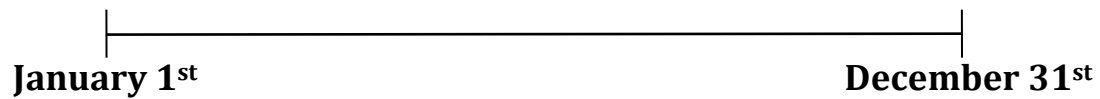
- A sales team who has earned customer's loyalty due to their proven professionalism, values, and commitment to helping.
- A more energized, excited and harder working sales professional.
- A "coachable" sales team open to your suggestions and guidance.

Increasing Your Tactical Selling Effectiveness

- **“ID to Close” new business multiple call selling process...to close more new business**



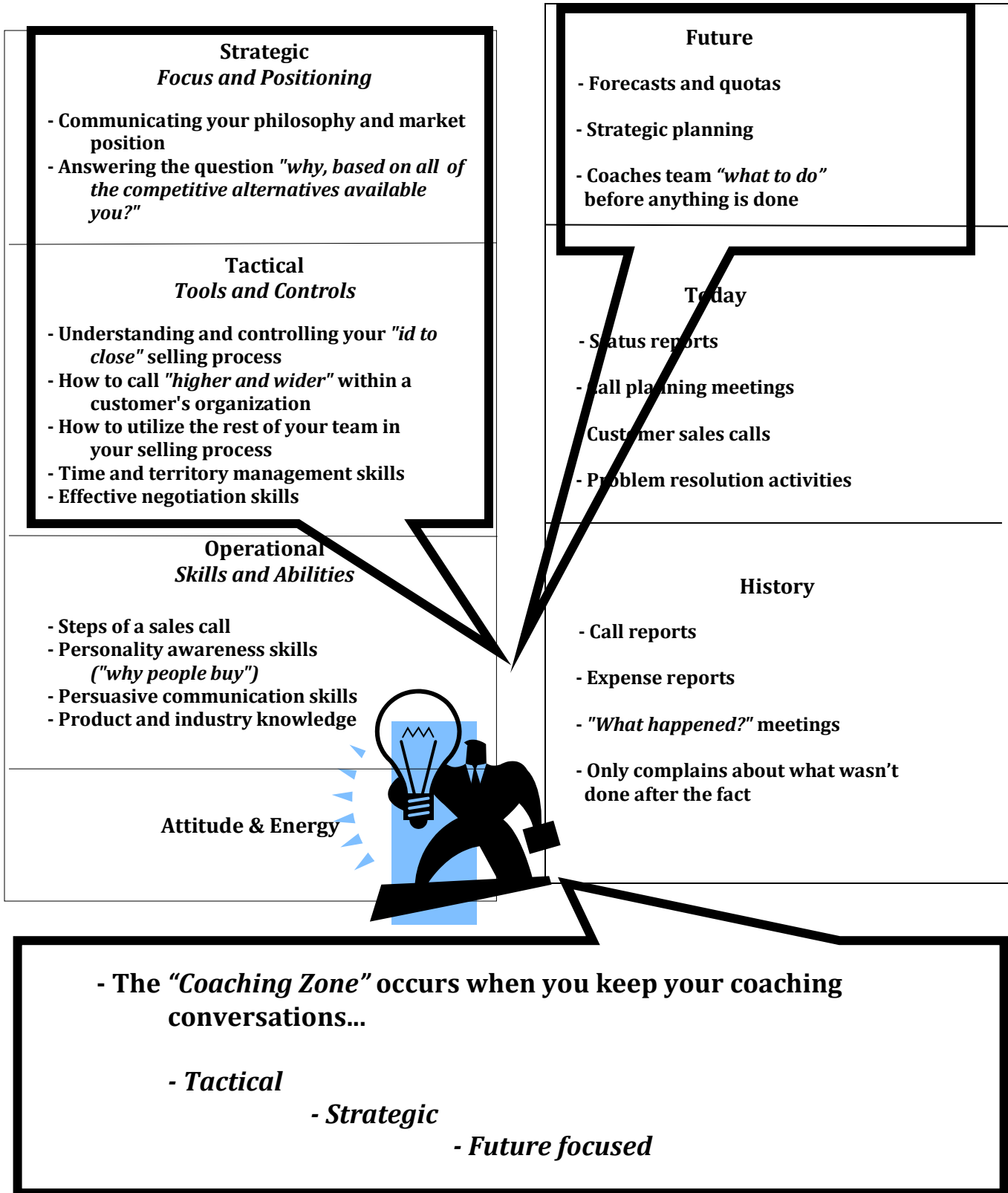
- **“January 1st to December 31st” plan to support and grow existing customers**



- **Within your largest customers.**

-Getting *“Higher, Wider and Deeper”*?

The Language Of "The Coaching Zone"



SECTION III

Extra “Stuff” That’s Really Important to Sales Leadership...

How To Strengthen Your "Selling Process" Coaching Language

"Transactional" Sales Managers Coaching Language

- **Tell/Lecture**
- **Focus on the negatives to fix and improve performance**
- **Think and plan for your "next best" move**
- **Focus on "history" and "today" issues**
 - "What did you do?"
 - "How are you going to fix this?"
 - "What can you do to close this?"
- **Follow the "Golden Rule" as a coach**
 - "Treat others as you want to be treated"

"Selling Process" Coaches and Leaders Coaching Language

- **Ask questions**
- **Focus on the positives and efforts to fix and improve performance**
- **Think and plan more moves ahead than either your customer or competitors**
- **Focus on "future" focused issues**
 - "What did you learn?"
 - "What do you plan to do next?"
 - "What else can you do to increase your competitive advantage?"
- **Follow the "Platinum Rule" as a coach**
 - "Treat others as they want to be treated (forgetting about yourself)"

To Be a More ‘Selling Process’ Coach

- **You can't do their job, you can only coach and advise them on how to improve how they do their job**
 - How much water will you allow them to swallow before you jump in to save them?

- **You can only coach someone if you see “more” than they do**
 - More awareness
 - More structure and/or process
 - More moves ahead

- **Effective coaching is based on successful questioning and challenging skills in a positive environment**
 - Challenge their planned structures or processes
 - Do they understand the structure/process being discussed?
 - Have they defined their planned structure/process?
 - Challenge how many moves ahead they are thinking and planning?
 - Challenge if they are focusing their efforts on solving symptoms instead of real problems
 - Challenge their goals, expectations and timeframes

- **Successful coaching requires patience**
 - A successful coach understands coaching is a process of “baby steps”
 - Do you have the patience to allow imperfect behavior?
 - Do you have the patience to allow someone you are coaching to discover on their own what you already know?

Key Coaching Language and Coaching Terms to Ask

- "And then what?"

- To help your reps think and plan more moves ahead

- "Who else can you be calling on and improving your relationship?"

- To help your reps get higher, wider, and deeper within a customer or prospect

- "Is this the best thing to be working on...or are there better investments of your time and attention?"

- To help your reps focus on the "next best" most important opportunities to be pursuing

- "Who else on your team can be helping you or doing this activity for you?"

- To help your reps stop doing everything themselves, to help them use their entire team and to become more efficient and effective in their selling efforts

- "Are these coaching and planning sessions helping you and your selling efforts?"

- To provide you with feedback from your rep as to the effectiveness of your selling suggestions and coaching help

- "What else can your company and your support team be doing to help you sell more (at higher margins)?"

- To help your reps identify how they can better use your support team to increase their selling effectiveness and results

Why Would Anyone Reject Your Coaching Assistance?

- Most likely reasons experienced sales professionals might reject your coaching assistance:

- Large ego (*"I don't want you to think I need help in my territory"*)
- Fear planning session will be a negative experience or make them look stupid
- Fear of the unknown
- Lack of awareness
- Lack of vision of where they are going with their accounts
- Lack of positive impact from their sales manager doing the coaching

How To Deal with Problem Team Members

- **Explain why these coaching sessions are being implemented and why all sales reps are required to participate no matter what your experience, current sales levels, or seniority**
 - Be careful not to blame your company – It will just give your problem person more power to resist your coaching help

- **Persuade...don't hammer**
 - ...unless nothing else is working

- **Separate the person from their actions**
 - Your problem is with their choice of actions...not them as a person

- **Remind them that your goal is to help them increase their sales and profitability so everyone makes more money**

- **Use the success with others to help you hold your ground that all team members must participate in coaching sessions**

- ***“Don't let them see you sweat”***
 - Coaching is a normal part of any sales manager's job (or at least it's supposed to be)
 - If they think they have you stumped, or uncomfortable, they will use this as a reason to skip your coaching sessions

- **Ask for help if still getting resistance.**

SECTION IV

So, What Now?

Four Keys to Your Effective Sales Leadership Moving Forward

1) Defined "Selling Process" tools and processes (with performance tracking)

- Goals

- Accelerate change / Improvements
- Increase selling consistency and effectiveness
- Maintain and improve established skills and "selling best practices"

- Tools needed

1) One-minute message of value and uniqueness

- "Why buy your company's products?"
- Proactive positioning of "Higher price - Lower total cost" message and approach
- Measure by testing ("Tell me why I'd want to buy from you?")

2) Steps of a sales call

- Lower resistance / Questions / Present / Close / Agree-Set up next contact
- More control of sales calls under any processes
- More effective sales calls getting value and uniqueness messages delivered and agreed to by buyers
- Measure by observing reps during "Ride-With's"

3) Steps of your selling process

- New business opportunities
 - Defined "Identify to close" stepped process
 - "Success factors" identified for each step
 - Ideas or actions that, if performed during this step, would greatly increase your chances of winning the business
 - Promotes better "More moves ahead" thinking and selling
 - Allows an effective tool to track sales rep focus, efforts and progress
- Existing important customers
 - Defined "January 1st to December 31st" plan to maintain/improve customer satisfaction and to grow the business (and profitability)
 - Defined selling and service proactive support and selling efforts
 - Improves support (and stability) of most important accounts
 - Helps communicate selling plans to support team and upper management
 - Helps rep approach most important accounts in a more organized and proactive way thinking and planning more moves ahead
 - Provides management a backup to future selling plans and efforts if your current rep leaves
 - Improves account stability by helping your rep get "Higher, wider and deeper" within their important accounts

Four Keys to Your Effective Sales Leadership Moving Forward...

2) More involved "Selling process" management through One-on-one account planning

- One-on-one Account Planning:
 - Provides a vehicle to continually improve team's selling efficiency and effectiveness
 - Helps reps think and plan with a more tactical, strategic and future focused approach to their next several selling steps
 - A vehicle to keep upper management informed, updated and with an easy way to provide suggestions and guidance to the entire sales team
 - Provides way for front line sales managers to impact their team member's selling efforts from the beginning, not just cleaning up after the proposal was given trying to help close the business and save margin
 - Involves conducting regular one-on-one and team discussions and coaching sessions
 - Weekly with entire support team
 - Once/twice a month with outside reps
 - Each meeting involves reviewing progress with existing plans plus the development of a new plan for an existing customer or prospect
 - Monthly upper management briefings with front line sales manager (one-on-one)
 - Half time reviewing what accomplished with team last month
 - Half time briefing on what you plan to work on this next month

3) More active training and coaching to improve selling processes, tools and skills

- More active training and coaching provides better:
 - "Selling process" discussions within sales teams helping them better understand how to think and plan more moves ahead
 - Awareness of the need to shift as a team from "Independent Gunfighters" to more of a "Selling SWAT Team"
 - Awareness of the need to move from the current "Independent Silo" business model to more of a "Single Enterprise"
 - Using "we and us" terms instead of "they or them"
 - Provides more opportunities for sales reps to voice opinions, discuss trends and market changes as well as providing feedback to their management
 - Critical to satisfying your millennial employees

Four Keys to Your Effective Sales Leadership Moving Forward...

4) Single performance dashboard to measure selling process progress and success

- The four coaching levels of change

1st - Measure change in attitude

2nd - Measure change in effort

3rd - Measure change in progress

4th - Measure change in results

- Improve performance tracking by adding one additional question to all financial and technical customer (or prospect) discussions

- "What step are you on with this account?" for any new business opportunities

- "What step are you on with your plans to generate new interest or growth opportunities within this existing account?"

SALES EVALUATION

You make take this free evaluation *online* at <https://pancero.com/sales/sales-pro-evaluation/>

Rate your skill on a scale from 1 to 5. 1 = non-existent; 2 = weak; 3 = Just average; 4 = Leading; 5 = Best practice.

Evaluating Your Operational Selling Skills and Abilities

Understanding the technical side of your business

1 2 3 4 5 #1 - Your technical knowledge of your products/services and how they relate to your industry?

1 2 3 4 5 #2 - Knowledge of your competitor's products and their customer success stories?

Understanding the Fundamentals of Selling

1 2 3 4 5 #3 - Your knowledge and daily usage of the steps of a sales call?

1 2 3 4 5 #4 - Your understanding of personalities, ability to identify, then mirror your customer's communication style?

Understanding How to Manage Your Time and Information

1 2 3 4 5 #5 - Your personal "time and territory" organizational skills?

1 2 3 4 5 #6 - Your ability to utilize technology to increase your productivity and effectiveness?

Evaluating Your Tactical Selling Skills and Abilities

Maintaining and growing your business

1 2 3 4 5 #7 - Your ability to proactively manage, control, and resolve customers' problems?

1 2 3 4 5 #8 - Your ability to keep your existing accounts stable and under control?

1 2 3 4 5 #9 - Your ongoing new business prospecting process?

Managing Your Selling Process

1 2 3 4 5 #10 - Your ability to think and plan multiple moves ahead with each of your customers and prospects?

1 2 3 4 5 #11 - Your knowledge/understanding of competitors' pricing practices?

1 2 3 4 5 #12 - Your ability to utilize company support resources in your territory?

Maintaining and Controlling Your Customer

1 2 3 4 5 #13 - Your ability to communicate what your customers want to buy instead of just what you have to sell?

1 2 3 4 5 #14 - Your understanding of the political environment and decision process of each of your accounts?

Evaluating Your Strategic Positioning Skills and Abilities

Ability to manage the strategic aspects of your selling process

1 2 3 4 5 #15 - Your ability to communicate what your competitive uniqueness and value is?

1 2 3 4 5 #16 - Your knowledge of your competitors' strongest "value points" they use to sell against you?

1 2 3 4 5 #17 - Your ability to win business at a higher price/margin by communicating your stronger value?

Your Philosophy Toward Ongoing Personal Development and Improvement

1 2 3 4 5 #18 - Ability to represent yourself in a professional, truthful, and ethical manner?

1 2 3 4 5 #19 - Your ongoing commitment and efforts to grow and improve your selling skills and awareness?

1 2 3 4 5 #20 - Your ongoing use of one or more coaches or mentors to help you get better?



*We know you're
good, now are you
ready to get even
better?*

Six final ideas to help you get even better!

1st idea! - Visit Pancero.Com to Enhance Your Sales and Sales Management Training!

2nd idea! – Subscribe to my free weekly newsletter that includes links to all the videos I've posted for the week! Pancero.com

3rd idea! – Connect and follow me on [LinkedIn](https://www.linkedin.com)! Check out the two new sales leadership videos I'm posting each week on LinkedIn. All aimed at helping you become a stronger leader of your sales team. View my past LinkedIn postings by putting hashtag #PanceroVids in the LinkedIn search window. View my past video postings at [YouTube.com/jimpancero](https://www.youtube.com/jimpancero)

4th idea! – Visit my sales and sales leadership videos specifically recorded to help you sell (and lead) in today's new virus-impacted world – Pancero.com/virus

5th idea! - Evaluate your skills with my free 20 question Sales and Sales Leadership Tests! The 20-question multiple choice **Sales Evaluation** is a comprehensive analysis tool designed to help you as a sales rep increase awareness of your strongest selling skills. Pancero.com/sales/sales-pro-evaluation/.

The goal of my 20-question multiple choice **Sales Leadership Evaluation** is to help improve your ability to lead a sales team. Pancero.com/sales-leadership/sales-leadership-evaluation/. All tests results and analysis are instantly available online and emailed.

6th idea! – Call me so we can talk! I'd love to be of help to you and your team...even if just to answer a few questions! 800-526-0074 / Jim@pancero.com / Text my cell 952-913-8998