# Audio file

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# Transcript

00:00:01 Greg Reffner

Welcome to the abstract podcast. My name is Greg Reffner and we have the pleasure today of speaking with Alice Heiman, generally known as one of the industry thought leaders on the complex sale. And before we begin, now let Alice introduce herself and maybe share a little bit of background about herself and then we'll dive into our topic today.

00:00:23 Alice Heiman

Wonderful, well thanks for having me Greg. I'm excited to talk about my favorite subject, that complex sale and some of you out there know that I was once with the Miller Heiman Group that was the company that my father founded with his partner Bob Miller. And back in the 70s. But I've been in business for over 20 years, I won't tell you how many years over 20, but a long time and it's always been my pleasure to work with companies who have a complex sale and to work with the leaders of those companies. To make sure that they are setting up in this sales organization that can navigate the complex sale so that of course they can close more deals and make more customers supremely happy.

00:01:13 Greg Reffner

Love it, that's perfect and we're going to kind of maybe work backwards a little bit and get to that kind of top-down approach as we go through our conversation today. But I want to give it just a little bit of background. I think your background is something I want to spend just a couple more minutes diving into because I think it lends a lot of credibility to what we're going to talk about today. And I want to first start with the fact that you went to school and got a Masters in education and here you are talking about complex sales. Everybody else I know with a Masters in education is a teacher. So how did that happen?

00:01:48 Alice Heiman

Sounds crazy, doesn't it? From kindergarten to fortune 500 companies. Well, it wasn't a clear path originally. I never really thought I would be in sales as a profession. I did go to school and get an undergraduate degree in education in special education and a graduate degree, which gave me a reading specialist credential and I did actually teach for 13 years. But what a lot of people don't know about me is that I'm an entrepreneur, so, I love sales. I'm good at sales and that is definitely my passion. But I'm an entrepreneur and I'm a starter of things and so even while I was teaching, I started several different things, some for profit and nonprofit, and I actually had my first business while I was teaching, but all that time, of course my father and Bob Miller were growing.

00:02:45 Alice Heiman

Miller Heiman and I got asked to do projects so as you can imagine, when your dad asks you hey can you do this project you do it and yeah, my curriculum background is what was really most interesting to him because they were designing curriculum and even though it wasn't for children, it was for adults. Curriculum design is similar and so I did do some fun projects for him. I even designed some great games for the sales people to play so that they had some fun meeting their goals. So I got catapulted into the world of sales.

00:03:24 Alice Heiman

When I went to work for Miller Heiman in Oh my gosh I think it was 1994. I went to work for Miller Heiman full time after having done projects with them for years and literally out of the classroom and into the corporate world and working with some of the largest companies in the entire world like Coca Cola, Hewlett-Packard, AT&T Fidelity Investments, Dow Chemical. Yes, it was a little bit of kind of shock at first, but as we all know it turned out OK.

00:04:01 Greg Reffner

As it often does when you kind of find that passion and your goal in life, and you put all your energy and thought into that you know generally works out, and so let's talk complex sales. I think if you ask 30 people you might get 30 different answers as to what a complex sales is and their answers are probably different.

00:04:21 Greg Reffner

Relative to their experience that they've had, how would you define a complex sale just so we have some kind of a ground floor understanding to work off of today?

00:04:33 Alice Heiman

Yeah, so a complex sale is some sort of a sale that has complexities to it, right? So that's why it can be different to each company, but let's just kind of go with the basics. We have retail right? We all know what retail is. You walk into some place and you buy a step. It's grocery, it's clothing. It's sporting goods. Things like that we have.

00:04:53 Alice Heiman

Retail on the Internet now too right? You can go to a web store and buy whatever you need. And there are sales people involved. Some of them are on a chat and some of them are sleeping for sure. But it's not highly complex in any way. It's not even very complex because I know what I need. Usually I walk in, I need clothes. I don't know exactly which clothes I might get a little help with. I might not. I check out and pay, right? I got to the website. I go look for what I want. I check out on OK and then the next kind of sale is a business to business. I’m sorry, business to consumer sale. I will get to business to business the 2nd but business to consumer sale which might be something like real estate insurance, wealth management, mortgage. These are businesses that sell to consumers but not in a retail setting necessarily. And of course that can be done online as well nowadays. And then we have a business to business sale, which is some of those same that I just mentioned. Could be commercial real estate business selling to a business insurance being sold from a business to business and then we have a business to business complex sale which is where I live and that is.

00:06:05 Alice Heiman

A business selling to another business, and there are a set of things that come into play that make the sale complex like large dollar stakes, so we're not talking about $5000 or $10,000 now, right? We're talking about 50,000 or 100,000 or a million, several million, so that can range for different companies. For some companies a $50,000 sale could be quite complex, and for other companies it doesn't really get complex until it's much larger into the hundreds of thousands or millions. So that's just one piece. Another key is that there are many players, so not just on the buying side, but on the selling side. Today there are many players as well, so I know great that you've seen this yourself where you know you send a salesperson out and most of the companies I work with are 100 or under 100 million dollars. So they're selling to companies that are mil multi million [or even] billion dollar companies. There are going to be a lot of people involved in the sales. So out goes the salesperson looking for the three, four, five, eight, ten, people who are going to be involved in making the decision that starts to get complex. And if there's that many people in the buying side on the selling side, I need some people too. I need, yeah, absolutely. So we put those together and we've got a lot of people. A lot of personalities, a lot of thought processes going on. A lot of personal wins and personal losses to be dealt with and that makes it complex.

00:07:43 Alice Heiman

Now there are some other things that can come into play as well. Like really complex contracts, and when the attorneys start getting involved, there could be technical complexities where there are integrations that have to match. So even if all 12 people said yes but the IT people say we can't make these two things work together right? So when you put all of those kinds of things together, it lengthens the sales cycle and now it's not a day or two, or a week or two, it's months and sometimes years. So all of those things together is what makes a complex sale.

00:08:23 Greg Reffner

Got it OK. Perfect so I think we're on the same page there. In terms of number of stakeholders, both internally at the vendor and at the prospect dollar size, the types of problems they're trying to solve for, so I'm glad we're on the same page there and your kind of comment about buying in the consumer world moving online. Some of the world changes that have happened have kind of forced that transition, which is actually a good segue into what we ultimately want to talk about today, which is how do we teach remote sales reps that maybe need to pull in a product? Specialist, a sales engineer, executive support on their side? How do we teach these reps who are maybe a little bit more? Unfamiliar with operating from their home to manage these complex sales motions over one year, two years right? And so I really want to focus on that and hopefully our listeners can walk away with some Nuggets of gold to maybe take and start practicing now. The first thing I want to talk about as part of that is. You know, I've hired a fair share of sales reps in my time. Alice and one of the things that everybody always seems to have on their resume is the dollar amounts that they've sold. The size of deals, and so I'm really curious to hear your perspective on what you're looking for when you're going out and hiring sales reps or coaching your clients on how to hire sales reps that align with the complexity of their sales motions. And maybe what are some of those things on the resume that we should be looking for as red flags? Or like green flags? Would love to hear your perspective on that and start kind of the hiring motion for complex sales in what's probably going to be a very long time we spend selling remote.

00:10:18 Alice Heiman

Right, so we've kind of got two things we want to unwrap there one is how do you hire the right kind of person to do this job? And two, how do you take the people who are already doing this complex sale now doing it from home? You know remote virtual selling without being able to do a face to face meeting, right? Yeah, yeah. Why don't we start with the hiring piece? Because I think that's really important. And the first thing I want to say about hiring when you are hiring sales talent.

00:10:49 Alice Heiman

Do not do this alone. This is not an easy task like you know, don't try this at home. Yeah, no, I don't. You need an expert, so you need someone who is going to set up the sales process for you. The hiring process for you, right? So how are you going to hire these people? What are all the steps that you're going to go through? And there are a lot if you want to do it right and don't want to get stuck with somebody who you're just you know so disappointed in. Yep also need somebody who knows how to source candidates correctly. Now, there are tons of firms out there, talent firms that will find candidates. Some of them do it on a contingent basis, and some of them are retained recruiters. It's very tempting to hire A contingency firm because you don't have to pay them unless they produce now some of these contingency firms are fabulous. I'm not saying they're not. But what I want is a number one. I want a company who can source.

00:11:57 Alice Heiman

The very best talent for me so that I choose from the best of the best. So we have to get out there and find those kinds of firms and I'll just throw a name out there of the company that I use because I love them so much. Jamie Crosby and I have worked together for many years. And we have hired some of the most top talent that you could ever imagine. So you find an expert. There's lots of good ones out there, but I want to say this even if you hire an expert at recruiting the best talent. Before that you have to have a process in place and you have to have a really great understanding. Of what it is that you want this person to do, and what success will look like. And instead what most people have as a job description.

00:12:56 Greg Reffner

Interesting.

00:12:58 Alice Heiman

A job description doesn't tell us what success will look like. It's a list of requirements that this person should have. And some activities that you expect them to do. Well, I can do all of those activities and get 0 results if I don't do those activities well or don't do them enough or don't do them consistently. Yeah, so there's a book that I love and I actually think it's out of print, but you can check on Amazon and if you have trouble finding a copy, get ahold of me. You're not the person I hired.

00:13:32 Greg Reffner

K I've said that to myself many times.

00:13:37 Alice Heiman

Right and when you read the book, you just want it to hit yourself in the head and go. Oh my gosh, every mistake you've ever made hiring somebody is covered in this book and I told you what to do and how to do it. But the very very first thing is understanding how you're going to measure the results and in what time period? OK, and that will prevent you from, you know, keeping a person hoping and praying that they're going to do better, because these are the results you said you wanted. By these dates, they haven't hit any of those marks. They're gone, they're gone out. Goodbye. Not only that, but when you're interviewing them, you can tell them. Here are the measures here are the success measures that we're going to hold you to so that person knows up front. Maybe they did a great job at another company because they got handed a bunch of accounts or something and they see that you're going to have to have prospected this many companies by this date and had X amount of conversations.

00:14:42 Alice Heiman

They might say, Oh no, that's not for me. If you're measuring my success on prospecting, I've never done that. I got handed a group of accounts that I managed and grew. So you weed out the people who are not going to be successful according to your measures. So you can't just have a job description. Greg, you have to have success measures.

00:15:08 Greg Reffner

So that's fascinating. I've never even thought of that before. Outside of I know what the ramp quote is going to look like, and if they hit their quota or not, that's going to be my success factor. I'm guessing that as part of those SuccessFactors that you're mentioning it goes a little bit deeper than just hitting quota, right?

00:15:27 Alice Heiman

Right, so hitting quota is a lagging indicator and it's too late by the time they don't hit it. Yeah, absolutely, so. Oh my gosh, you let them go a whole quarter. They didn't hit their goal and you think, well, I better give him another quarter and see what I can do to help him out. No? If they are doing the things that will make them successful along the way every day, every week, every month, we don't get to the end and go up. We can make our quota, so we'll know after two weeks. After two weeks' time they either did it or they didn't. They either got results in two weeks or they didn't get results in two weeks and we can make corrections at that point.

00:16:14 Alice Heiman

Now we make those corrections and we give him two more weeks. If they did it or they didn't, and if they still didn't. Now I've got four weeks of you, didn't. You didn't do it. I don't have to wait till the end of the quarter to know if this person is probably not going to make it now again. Your onboarding is really important because if you bring them on and don't give them the tools and the training, that and the support that they need, and in four weeks they haven't hit your measures, that's on you. Yeah, but if you had on boarded them properly and shown them exactly what you want them to do and they haven't done it week after week after week, by six weeks for sure of them not doing the things you train them to do, supported. Them to do gave him the tools to do. They're gone, I don't have to wait a whole quarter for them not to hit their quota.

00:17:08 Greg Reffner

Yeah, that's expensive, right? When you think of salaries and hiring managers and the time invested in licenses for tools like that's expensive, so I love that you're talking about. Here's my kind of short medium long-term goals for what this person needs to do. Outside of the lagging indicator of quota and I, I'm guessing that helps you weed out those candidates. That really can't walk in and start working in a complex sales environment, right? If they're right.

00:17:40 Alice Heiman

So I don't expect them to, you know, close a deal in the first six months. I don't even expect them to close the deal necessarily in the first year. If my sales cycle is that long. What I expect to see is forward motion. And doing the things that I know are moving them towards that. So that's the other reason, you know, based just basing it on quotes is not good. If you have a complex sale you have a long sales cycle.

00:18:06 Alice Heiman

You couldn't possibly expect in six months time for him to ramp up and have closed a deal, so this is really important when you have a complex sale because it's very expensive to carry a salesperson's base for an entire year. And in many cases, if you're recruiting the best, you won't just be carrying their base, they want to guarantee to make the same amount that they would make at plan and so you're carrying their quota plus their bonus. For a year to get them ramped up so they absolutely have to be hitting those SuccessFactors and I just can't tell you Greg, how many companies I've seen waste so much money and keep giving these people chances and chances and chances and then finally you know by the time they've called me they're like well I'm trying to decide if I should fire this guy or not and I'm like “If you think you should fire him, you are probably right.” Yep, it was an ugly hire who we have watched this whole time that they didn't do the activity that would lead them to success.

00:19:14 Greg Reffner

I love that, so I think of all the and I've been a victim of this myself, where I've been like, oh, you know it like they got a couple of big deals are going to close at the end of the quarter. They're going to hit their number and they weren't doing anything the entire quarter right? None of those things that in my mind as we're thinking about this, I should have written down as key indicators of progression along the way. So I love that I'm going to take that away as a personal action item myself. Moving into that right? So we have a candidate. We've identified that we have success metrics what?

00:19:51 Greg Reffner

What are you seeing changes-wise in the industry around how to get them on board and train these sales reps who you know now are expected to within a year, start calling and closing $1,000,000 deal like at last seen just announced last week that they're moving to 100% remote their billion dollar company right selling 6 figure deals. Sometimes. How does a company like that who are so complex themselves? Make hiring and training and onboarding sales reps to then go and sell complex sales a repeatable process that's predictable.

00:20:28 Alice Heiman

So unfortunately Greg, most companies are not doing this well. This is a failure point that I see over and over again. We bring salespeople and now really, really humongous companies, right? Which is a small percent of the companies in the world? Yeah, they have. You know they send you to boot camp for two weeks, but now they won't be sending you. You'll be doing it online. But they'll give you a boot camp though. Download everything about their products and their services. Annual take some sales training and you'll do some practice, and that's all great if they have that, the one thing those companies forget is to teach you about the buyers. Mind what you know how to relate to the buyer who is the buyer. You're going to be selling two. What do you need to know about them?

00:21:11 Alice Heiman

What do you need to know about your customers? They do great bootcamp on product and on selling but they forget to teach you about the companies and the people who are most likely to buy from you. So a big failure point there. Even for the large companies in many cases, now for any company that's you know under a billion dollars and for most of the companies in the world that have a complex sale that there, the vast majority of them are going to be under 500 million dollars in revenue. Yep, they do not have budgets to bring on five, six, or eight sales people at a time and train them all together. They bring on one or two people at a time and they've got to train them. So you know we, we don't even have enough time. You know, in a week for me to really go in depth into this, but I will say this, we are taking sales people out of a job that they did successfully in another company and thinking somehow that that success is going to transfer. Now some of it, of course, will. But just because someone was successful in another job at another company with completely different circumstances does not mean they're going to be successful at your company.

00:22:31 Greg Reffner

When you say it so simple Alice, it makes me just kind of cringe inside, because I can't tell you how many times I've thought to myself like, oh, they hit their quota. For the past seven years at XYZ Company, I'm going to come in and crush it at my company. It generally doesn't happen that way. So interesting. So what is? Let's just like maybe one kind of tidbit of information one take away. What is the one thing that these companies that aren't doing this well could really just hone in on and say let's focus on this for the next 4 weeks and see if we can see a 1% improvement.

00:23:08 Alice Heiman

Give these sales people more time to shadow other sales people to talk to existing customers who know us and love us and learn from them. Who are the people involved when you made the decision? What were they thinking about? What do they care about? So if you're selling to Chief Marketing Officers and their team. You know, VP's and Directors, all in marketing. And you don't know anything about marketing, you are a salesperson, right? And maybe you sold technology before. Now you're selling into the marketing team. What is it that marketers think about all day? What kind of people are they? Do they like to jump around, make a lot of noise and movement, are going to sit still and be quiet, and do research and think and plan what? What do they care about in terms of their company and the success of their company so you know what? How do I even understand what a company is doing? Before I approach them, what other initiatives might they have? How do I even know whether they might or want to have? This product or this? How do I know if they need our solution? Yeah, how do I find companies that they might be listed as? These are, uh, potentially ideal customers for us because we know that companies like them have these kinds of problems to solve. So then out of that, how do I actually approach it? How do I find the people and how do I understand them? I mean, we should be teaching our sales people psychology. Yeah, we should be teaching them how to be quiet and listen.

00:24:47 Alice Heiman

Uh, we should be teaching them how to ask a question. Listen to the answer, pause a longer, listen to see if there's anything else or prompt. Then is there anything else so that those are the things that will make the biggest difference? And when we start talking now about virtual selling we don't get to do this face to face anymore? It's even more important, so I think the training time right now is going to have to be a little longer and it's going to have to go a little deeper. Don't assume this person.

00:25:21 Alice Heiman

Knows how to sell your product and service to your customers successfully. Allow them the opportunity to listen and listen and watch and learn and they'll tell you when they think they're ready and then you listen to them and watch them. You don't just let them off on their own now. With everyone selling remotely, it's really easy to record a zoom record. A call, understanding that some people will refuse for you to be recorded. You do have to let them know, but if you ask, do you mind if I record this? Most people?

00:25:56 Greg Reffner

Yeah most people don't mind.

00:25:57 Alice Heiman

Yeah, and especially if you're fairly new and you just are honest about this, I'm new with this company and I'm still learning it would really greatly help me to be able to review this call. Would you mind if I record it? So we do need to be sensitive to the fact that they need more time to get up to speed, and then we can't just set them loose on our customers. We all as sales leaders and even the CEOs of companies need to be listening to the calls or the zooms or the demos.

I had a CEO the other day, I mean, I'm not kidding he almost threw up. He never ever listened to any of the calls and he started listening to them and he called me and he said I just can't even believe my ears. It was so awful. I wanted to throw up and I'm like, hey you CEOs are letting these sales people loose into the world to have conversations and your sales leaders are listening because they're too busy or I don't know what their reasons are because they should be listening. And you are not listening, so you have no idea. I mean, even just the emails are sending how many CEOs out there have read the emails that their sales people are sending.

00:27:13 Greg Reffner

Probably less than 1%.

00:27:15 Alice Heiman

Right, and sometimes they're sending the SDR to CEO's like themselves, so as CEO you know how many bad emails you get, your team is just as guilty. And so I sent one the other day I got it was so bad I just looked up to see who the CEO was. And I just sent the message and I said listen, I'm just sending you this because if it was my company I would hope that you would do the same for me. So you need to be aware. Yeah, so anyway back to the training. Yeah, don't the first I don't know 6 eight weeks of calls and emails after the initial training and you let them. You know, get on the phone and start sending emails and start doing LinkedIn requests. You need to monitor that you need to see the words they use. I saw an email the other day. Wasn't even complete. Sentence is I couldn't even figure it out. It didn't make any sense and I wrote back and I said hey, thanks for you know with some LinkedIn connections. You might want to proofread what you sent me because it doesn't even make any sense. And you know the person was extremely appreciative. I'm sure they had cut and paste it or something, but it was literally. I mean it was on us. So I think that we assume too much and you need to monitor until you have seen enough successful emails you have seen enough successful LinkedIn connections. You have heard enough successful calls to know that this person can be on their own.

00:28:51 Greg Reffner

So really good segway into the final thing. I want to talk about which is, you know, your LinkedIn says you are a CEO sales coach. So I think from what I'm hearing is that everything starts in the top down right. So what is what is the CEO tolerating - what type of culture are they creating? Are they a roadblock? An inhibitor to sales success? Are they supportive of the sales motions? And so let's spend the last remaining couple of minutes here talking about maybe. What not to do as a CEO to help or to prevent complex sales from moving forward? And then maybe one or two things that CEOs can maybe look in the mirror and go. OK I'm doing this well, right? Let's continue doubling down on this and then we'll wrap it up from there. Does that sound good?

00:29:40 Alice Heiman

Sounds great, perfect. So depending on the size of the company, the role of the CEO will change. In sales I mean, the CEO's role is to run the company, be the visionary. Sure that vision. Make sure everybody is on board with the vision. Make sure everybody believes what you believe. Yeah, even if you're not the founder but you have taken the lead role at a company, then it's you know you've taken that because you believe in the Founders and you believe. In the mission of a company, it's really the CEO's job to lead, inspire and encourage everyone on the team to be as successful as humanly possible. And when I talk to my CEO's a lot of times, iit is taking them to look in the mirror in the morning. You need to look in the mirror. What am I gonna do to make my team successful today? And that is really the question that every CEO needs to wake up and ask every morning. What am I going to do to make my team successful today sales is so important. Of course every Department is important, but when there's no sales, we can't pay the bills. So the CEO's role in sales changes. Based on how old the company is, the maturity of the company, the startup versus very mature company and also on the size of the company. But in general, for the majority of the companies, which again are going to be under 500 million, they're probably under 100 million in sales. Their business-to-business complex sale, right? Their CEO may still be leading sales.

00:31:19 Greg Reffner

There's even a $100 million dollar company.

00:31:21 Alice Heiman

I'm probably not at 100 million, but at least see the last one I had that was still leading sales that was fairly was about a $50,000,000 company. Yeah and yeah OK 3 million you're going to see it more often than not now they might have a sales manager, but they're still really the sales strategist. So CEOs don't tend to hire A VP of Sales or Chief Revenue Officer, Chief Sales Officer, Chief Marketing Officer. Until they get fairly big because that's expensive.

00:31:57 Alice Heiman

Yeah, I will say though in some startups we have those titles but in my opinion it's title inflation so the job at hand is still the job at hand, so for a CEO who needs to have a role in sales with the largest customers would probably be the main role, right? So no matter what size company you are, your largest customers deserve to know your CEO agreed and the senior leaders at that company should be introduced to your CEO and they should have access to your CEO.

00:32:38 Alice Heiman

And they should understand the vision, the mission, and how you want to help them. And only a CEO can really portray that. But be careful when I say this. You know we are talking about a complex sale. I don't bring in a CEO to meet with a VP of sales or a director of Sales or a director of Marketing or director bots. I only bring my CEO in if they're bringing their CEO in or the highest-level person. So if I'm a 100 million dollar company selling to a billion dollar company. I'm not going to get to introduce my CEO to their CEO.

00:33:13 Greg Reffner

Yeah, that's not going to happen.

00:33:15 Alice Heiman

Right, but I might be able to get them to meet the general manager of the division I'm working with. And I think that would be extremely appropriate. OK, or I might be able to get them to meet the CMO who is the final decision maker for this sale that we're going to make. So we need to be very strategic when we have a complex sale in positioning everyone at our company in the right place. Our subject matter experts, our sales leader, our CEO or CMO, or in some cases, our CFO. All of them can help us with these really large companies. To make them feel comfortable buying from us and to let them have access to our C-Suite. But they would have to bring in the appropriate levels. You know, in order to do that, so the CEO's role can be to meet with these higher-level people. The other piece of the CEO has to be really careful about is resources. Now they're looking over the resources of the entire company, but many times they simply are not giving sales the resources that are needed to hit the goals they have set. So their investors want these. You know, this humongous growth and the C-Suite. You know, their team wants this humongous growth. But sales is operating on a shoestring budget. And marketing isn't necessarily doing their part to really make it any easier.

00:34:51 Greg Reffner

It's always a salesperson's fault when they don't hit the number.

00:34:54 Alice Heiman

Right, yeah? And so in my opinion it's always the CEO's fault when the sales people don't hit their number. Because when sales are down stop looking around and look at yourself in the mirror. So that goes for everybody from the salesperson up to the CEO. When sales are down, look in the mirror. Salesperson, look in the mirror. Sales leaders look in the mirror, Mr CEO, look in the mirror. Ask yourself what have I done to either inhibit sales or enable sales? So if I allowed a bad Sales Leader to continue being a bad sales leader and their Sales Team doesn't hit their numbers. Whose fault is that not the sales people, not the sales leader. It's my fault because I allowed that person to continue working in that role.

00:35:50 Greg Reffner

I love it. I think that's a very powerful message and I think every person who's ever carried a bag or held a quota has probably felt some frustration when they don't hit their number and they're the ones that are blamed for it. And then you look around and you're like OK, there's 30 other things that didn't happen which inhibited me from hitting my number, so I appreciate that you're telling CEOs to look in the mirror 1st and kind of take that extreme ownership, right? What did I do wrong that stopped us from hitting this goal? Because ultimately, I feel like it stops at the top right. You want the title. The responsibility goes with the title. So to recap, our time today Alice, I think three things really stood out to me. One, don't just hire for a certain kind of skill. Have goals right? And these are kind of short, middle- to long-term goals for onboarding sales reps. Right, it's maybe prospecting goals or some type of learning. Kind of goes back to your background in education. Do you have a curriculum and key kind of drivers along the way? #2, be patient. It's going to take a little bit more time for sales reps to go through the onboarding process. I love that you talked about psychology. That's probably one of my favorite things to talk about in sales is. How we use psychology to influence others and then third look in the mirror right regardless of your position. You know what? What ownership can you personally take? What responsibility are you taking towards the outcomes of your goal? And that really starts at the top, so I appreciate your time today. Do you have any final thoughts?

00:37:22 Alice Heiman

Well, I just want everybody to remember in a complex sale and this is probably true for other sales as well, but so much so in a complex sale. The only true indicator that an opportunity is moving forward is the action of the customer not the seller and many, many times in the complex sale, the salesperson and the sales team and all the subject matter experts and all the people at the sellers Company are doing all these things to support this opportunity moving forward. But the buyers' buying influences the people who are involved right in making the decision. Are not moving forward. They are not taking action. They are not taking the next step. And so This is why we have inaccurate forecasts in the complex sale. This is why it gets so difficult for CEOs and sales leaders to forecast because the sales people think the opportunity is moving forward because they have done all the things they were supposed to do but what they fail to realize is that the people who are buying are not moving forward at the same pace that they're moving forward may need more information. Some help making decisions, some guidance, some insights. And we're not giving them to them because we don't even understand that they need them and then we put down a close date based on what our best guess was, and maybe some clues from the customer and it's not accurate and then we miss our forecast. So please everyone out there who's listening. Remember that if you are unsure whether an opportunity is moving forward or not, it's probably because you've done the work you were supposed to do, but the customer isn't moving along with you. They haven't given you the indications they haven't taken those steps or done the actions that would actually move that opportunity forward towards the close.

00:39:28 Greg Reffner

Love it, so just because I've sent my Prospect 16 emails, like I said I was going to doesn't mean that it's going to close in two weeks, right? Sorry. Well, thank you very much for your time. I hope our listeners got some Nuggets of wisdom out of today's call and we'll look forward to talking to you soon, Alice.

00:39:47 Alice Heiman

Thanks so much and have a wonderful day. Thank you.