# Audio file

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# Transcript

00:00:00 Greg Reffner

Welcome to the abstract podcast. We are so fortunate today to have Sally from the bridge group. Join us and Sally if you wouldn't mind go ahead and introduce yourself.

00:00:12 Sally Duby

Great, thanks so much Greg. I'm excited to be here and helping you launch all of this fun stuff so with the bridge group is hopefully everyone has heard about it, but for those that have it, we've been around for 22 years, helping inside sales and sales development teams. Produce much better results and do it much more efficiently and effectively, and that's our whole focus and mantra in life. And we do that through consulting, but we also do a lot of support of the industry in the profession by doing lots of research. We are very prolific in the blogosphere on LinkedIn. Uh, and just helping to write a lot of really valuable content that is out there to help people get better at this and make this you know, work much better for them.

00:01:08 Greg Reffner

Nice, I love that and so you've been involved in and I'm just going to apologize to our listeners. We have a couple different things going on in the background so I got a newborn baby who you might hear cry. He's crying right now and Sally might have some dogs barking, so we'll just add some flavor to our call so. You've been in the sales training world for a while now. You've been in sales for a while and so one of the things that I'm really excited to talk with you about is your experience. What you're seeing in the market, and how it really relates specifically to you. The role of the SDR. I was fortunate to get into tech sales. As an SDR, I think the SDR is probably the most under-recognized member of the revenue team and I talk about revenue team being sales development account executive like sales engineers. Customer success. A good SDR is worth their weight in gold, and so I really want to make sure we talk about and kind of I know the bridge group is all about data like what are you guys seeing in the market? How SDR's are changing? What can organizations be doing to help these SDR's? Maybe on board quickly ramp quickly and then ultimately how are organizations supporting the SDR org in what is likely to be a remote selling environment for the foreseeable future, so really excited to dive into those topics today. We'll start with the bridge groups Mantra Holistic, targeted solutions. What is what does that mean to you personally?

00:02:48 Sally Duby

Yeah, you know, I think why this is so important is because. The main thing that we're trying to get across is there's not a one size fits all model. There's certainly key components and frameworks that have to be. Uh, accounted for in every SDR model, but they're not always the same. You can't take the Salesforce model or the drop box model or the box model or whatever the latest hot flavor company of the day is and insert that into your company, and I think that's where. We go wrong. We worked at one company and that's what we got to know and so we tried to put that model and what we did into a new company. And wow, all of a sudden it doesn't work. And you know, it's like, surprise, yeah, you know I? I mean, we used to get. I'm dating myself and I have been in this for a long time, but I got my started Oracle back and many years ago when Oracle was a $50,000,000 company. And in four years we became a billion dollar company and when I went out and was doing this, everybody was like, you know, I want the Oracle model. I want the Oracle model and it's like. But you're a $20,000,000 company, you're not Oracle, you have no brand name recognition. You're not selling to the same buyers, and you don't have the same product and it just doesn't work. And so and that happens. And that's you know some of the the difference is that you have to account for and so that's why. We use all of our industry research and what we've learned from everybody else. But we bring experience from so many different companies, it's so many different stages and you have to take all of that into account and identify what's really best for your company. Your buyers based on the stage of the market that you're in and what your goals and objectives are, and then you have to, you know, adjust. And make it work in those given situations. And so I think that that's what is so important and what is missing from so many things today.

00:05:06 Greg Reffner

I love that we could probably spend all day talking about just because it worked at Salesforce doesn't mean it's going to work for your startup and. Just you know, an SDR who's prospecting on behalf of a half $1,000,000 seed-funded company doesn't have the ability to insert “company name” in the subject line and for a prospect to automatically recognize who they are very very different. So I love that. That's something that you guys. Start to put focus on with your clients so. Piggybacking off of that real quick, if I can go off on a small little tangent. How do you thinking kind of a top leadership perspective, how do you tell the CEO that who's being told by their board? Hey, you need to go hire this person with this resume. Like how do you tell the CEO to not listen to that advice and not follow that old playbook of the Oracle or the sales force? That's got to be a hard conversation to have, right?

00:06:13 Sally Duby

Well, Fortunately I actually love to have those conversations and maybe sometimes a little bit too bold and direct in them, but I you know, I think telling these stories and giving examples, here's why it won't. Right, and here's why. I mean, we run across this a lot with CEOs that way, especially when they want to hire A VP of sales typically. Or a sales leader, and they go out and they want you know there are small startup again, no brand name recognition. They may be evangelizing in their space and creating a new market. And they're like we want to go out and hire this VP from Salesforce, right? Or from HP or SAP or Oracle or whatever big-name company out there and it very rarely works right? I mean just for a multitude of reasons, but so giving those examples and saying. You know, here's some reasons why it doesn't work. They don't know how to do that heavy lifting. They don't know how to create that messaging. To explain why they want to talk with you, because again, like you said, they can pick up the phone or send an email and say I'm with Salesforce and if you're a high enough level you know they're going to be like yeah, I want to talk to you, you're from Salesforce and I know exactly what you do and I want to talk to you. Yeah right, you don't have that at these smaller companies. And so you know, giving those kind of examples and why things don't work like that. And I always like to use. At the leadership position, I mean, you know, just even things like that VP is never had to make their airline arrangements for before hotel arrangements. Right and now you.

00:08:03 Sally Duby

Put him in this smaller environment and they got to make their own travel arrangements and they're like.

00:08:10 Greg Reffner

What do I do?

00:08:13 Sally Duby

I don’t know how to do it. And I mean it's it's kind of funny. But it's the honest to God truth, yeah, and that's some of the differences, right? But that you just have to consider when you're making these kind of major decisions and changes, and you want somebody who knows how to be agile.

00:08:35 Greg Reffner

Yeah, love it, right?

00:08:37 Sally Duby

And think on their feet and can you know, do different things and is willing to roll up their sleeves and get their hands dirty because you got to get involved in these earlier companies? Really, you know, sometimes getting on the phone and really understanding what it what. What are my SDR's and my sales reps hearing from prospects alright? What are the types of questions that they're getting and how can I help them figure out how do we answer that question right and how do we address it with prospects so? Even you know whether you're in sales, marketing, product marketing, I think one of the biggest things and that you can do is get on the phone. And listen or understand, you know, take some calls, make some calls. See what these people in the front lines are dealing with. You'll have a whole new appreciation for what the job is, but also for the type of materials and content and messaging that you need to provide. These roles to make him successful.

00:09:45 Greg Reffner

Love it, that is so true. I had a boss early in my sales career who I. I was convinced that he hadn't ran a sales call in probably 10 years and he was telling me how to run a sales call and there was just such a disconnect and I had no. No respect for the guy and I I think it ties into one of the questions that I want to talk to you about is kind of you said somebody who's agile, a personality characteristic. So one of your specialties looking at your resume and your success seems to be building sales teams. Um, what are some of the key things you ask your clients to to maybe look for or hone in on when they're building a team? To help maybe identify the people that are willing to get on the phone with an SDR that that can roll up their sleeves. They're in the trenches every single day. Have you guys nailed down the secret formula for helping your clients figure that out?

00:10:45 Sally Duby

Yeah, you know. So again, it's about asking the right questions and not really, you know, looking just because they've been an SDR manager. They've been in SDR before, right? It's the same as just because you've been a VP of something before doesn't mean. That you're any good at that number one, and it doesn't mean that you can come in and be successful, right? So it’s really understanding and learning, well, tell me about how you would get started? What are some of the first things that you would do and you know if they certify well? You know I'm going to look at your tech stack and I want. Want to see if you've got? You know a sales engagement tool in your data and well, all those things can be important. Those are not the most important things or the things that you really want to hear about, right? You want to hear about them understanding and trying to learn. You know who your buyers are? What are the buyer challenges that your products solve in your solutions solve and how are you going to message that you know what does the sales team need? If you're if you're going to be coming in as an SDR, what is the sales team need right? What's their biggest challenge for some sales teams? It's like. You know, they just need to talk to people so you know that's a different strategy than if your sales team's got some really good pipeline and they're pretty busy. Then you need to give him a lot more quality and better. Um meetings, yeah, but if they're dying to talk to anybody and everybody, and that's how they're all still going to learn what's going on in the market when you're evangelizing. The more people you can talk to, the better, and they may not be even what you think are the right personas, but a lot of times you may not know what the right persona is. Right, so the more you talk to people, the more you're going to learn, and that they're willing to get on the phone. I mean, to me, that's the sign, or if they're going to sit in the back right and just do, you know, run reports or, you know, look at tech stacks? That's probably not the right person. And it depends on what stage you're at. I mean, if you already got a well-oiled machine going, yeah, maybe that's exactly what you need. Somebody that can find those little areas.

00:13:06 Greg Reffner

To tweak, yeah, absolutely. So that that's a good point. So we talk about a remote workforce, right? Geography? Location of talent is probably never going to be a serious. Indicator of who you work for moving forward. And so you talk about different sized companies. You get to some place that's you know, half a billion dollars that dashboard leader right knows what levers to pull what to tweak here and there is somebody who is important, but for maybe a smaller startup, what you're looking for early days is a leader to get in. Get on the phone with your prospects, get their hands dirty so it really goes back to you. Type of company. Size of company. Making sure there's alignment there across the entire organization. Is that a a fair summary of kind of what you're talking about?

00:14:00 Sally Duby

Yeah, I think that's a great recap. Cool, I was trying to get across.

00:14:04 Greg Reffner

Yep, cool, so we got the people hired now on-boarding so I've always found that it's much easier to train my account executives to run. Live video conference demos. Then it is to train my SDR's. You know SDR's are making maybe 100 phone calls a day or 50 if we're going over quantity over quality. I have an SDR team right now, three in my current role and I was struggling to onboard them and kind of in a repeatable fashion. I can't imagine doing it across an entire company. What are you seeing in the market? What changes have taken place where you're seeing? Hey, these companies are doing this really well. And hey, here's what's not. Here's what not to do when you're when you're thinking about 100% remote SDR team.

00:14:58 Sally Duby

Yeah, you know, I think it's really hard, whether it's an STR team, a sales team bringing on an executive, bringing on somebody in marketing today over the last four months, talking to people I've talked to, a lot of new, whether there be piece of marketing or VPS sales. Um, that are new to the company since Covid and so they haven't met in person. Anybody from the company? And while they are on zoom meetings all day long with them, they haven't been able to forge that actual relationship, and they feel extremely disconnected. They're not getting what the culture of the company is like, right? So there's some real challenges. In doing it remotely, you know, I think we've always field sales always been remote, right? But they're usually brought in in the beginning. For it to corporate right and they will spend a week or two or whatever it is going through their boot camp and their training. Yeah, and the onboarding and so you're able to develop that relationship and that rapport and understand the culture of the company in your boss. Throughout that we can't even do that for a week or two. Right now, so it's a really tough situation. So I think the more that the direct managers are aware this is really tough, the more that you build some type of bonding with the team and the new people. One of the best SDR directors that I know has really taken it to the next level. Through this. She's got a younger, inexperienced to business team an they are really having a hard time being so disconnected. I mean they were all in an office before now. They're not. They're having a hard time in their home environment where they're working because they're not living at home. And now there's four people that they probably didn't know before. All working from home in, you know, in San Francisco. You know. It's probably 800 If you're lucky square foot apartment. And you know, and so you don't have any of that social interaction. You don't have that connection, so every week she's doing something different. She's done remote karaoke with the team remote poker nights, you know, and so just helping to build that. And forge that connection is really key and critical. I mean because. You know not to go down a dark path, but there are some of these teams. I have another friend that the week before she started there was a suicide on her team and then after she started there was. Yeah there was an attempted suicide. So I mean this is a real. Severe and real problem that people need to really think about whether it's for existing teams are onboarding, but I also think for on boarding if we're talking about SDR's in particular, you know we are all of our onboarding programs are really geared towards sales. They're not geared towards SDR's. Yeah, and um, you know, I hear. A lot. Well, we hire really smart people. They can figure out what who the buyer personas are. They're supposed to go after the companies are supposed to go after and the message, and what value we provide well. You know what we are hiring really smart people. However, if they've never been shown what good looks like and how to do this right. They're not doing it right. I mean our biggest. The thing that were called in from last five years, actually the most on is how do we make outbound prospecting work? Because just allowing these people to do it on their own and think that they can figure out what the right messaging is, it's going to resonate with the buyer. And oh, by the way, you know you're calling on maybe a Chief Security Officer or Chief information security effort. If they're right at college, they may not have even know what that position is, right? Yeah, position existed. So how are they going to deliver a message? It's going to be important to these people. That's going to make him say yes. I need to talk to this person and find out more.

00:19:36 Greg Reffner

So it's such a good point so you think about when companies build forecasts they have. Maybe I don't know. Let's throw a number out there. 30% of their projected forecast to come from outbound prospecting, right? They kind of budget marketing dollars around a certain amount coming from these activities. Why would you not invest 30% of your training resources? Around making sure that those SDR's have what they need an yes they may be the smartest people in the world, but again, if there's not a benchmark to kind of show them what they need to strive towards, then you're setting them up for failure and the only person you have to blame is yourself.

00:20:13 Sally Duby

Exactly, and I think that's the biggest downfall is that we don't set SDR's up for success. We assume that through osmosis because now they have an SDR title that we just hired. They're going to know all this stuff, and you know, I know a lot of executives think that the SDR role. Is pretty easy, and it's not. It's the toughest job. Probably in the company, but definitely in the sales world an until they've actually gone on the phone and done it and have to do it. You know, at the volumes every day in and day out. You know. I'm sure that those sales leaders would take back that statement, and so you really do need to give him the right tools and when I say tools, I don't necessarily just mean technology. Yeah, but you know who are they going after? Who's the right ideal customer profile? Who are the right buyers? You know what's important to those buyers? What problems are they trying to solve? And what's our business value? You don't need to know the details around the product, so I'm going to go off on a tangent.

00:21:24 Greg Reffner

Here go for it. Go for it.

00:21:25 Sally Duby

We have a lot of we have a lot of different, you know, in TAC where we think you have to have previous experience in security. For instance, security is big one. They will hire anybody unless you have previous experience in security. Why? I, I mean, if you set the people up for success and these people, by the way got started in security at some point time without knowing security, yeah, right were able to make it successful, right? So that's not the most important thing, right? You can teach somebody about security and what they need to know. About your space, it's much harder to teach them because we don't teach them. Yeah, right, you know how to do the SDR role right? What is the proper messaging? How do you reach out to these people to make them want to say yes again? I want to talk to you that's much harder. Because very few companies are doing it.

00:22:24 Greg Reffner

Yeah, we we could probably go off an hours worth of you have security experience to come. Work here and it's so funny that some of the best people I've ever hired Sally. They came from different markets and what I realize is is they didn't come with what I called bad habits. They didn't come with a certain expectation of how things needed to be done so. I was always like, oh, you come from something completely different and unique than what I'm normally looking for. Let me talk to you. Why are you interested in coming to work here? And I totally agree, great and one of the things that you know that the the person is saying that he's a dynamite SDR director who's doing all this great stuff. Getting people to feel connected. And she was actually I hired her.

00:23:11 Sally Duby

Come back 10 years ago and she came from the financial services. She was a stockbroker. Wow, but and she's worked her way up, didn't know a thing about tack, and it's been dynamite. Some of the other people that I've hired in my past. One was an accountant. There is dynamite and made it, you know, has been become a VP of sales. The rest of his career. Another one was a wine salesman.

00:23:39 Greg Reffner

Interesting.

00:23:40 Sally Duby

Yeah, so I mean you know it's just got to open up.

00:23:44 Greg Reffner

Yeah, well absolutely. It brings me to the next topic around onboarding these people. So you have your SDR candidates, you've kind of identified the right fit for the leader onboarding SDR's so I've always felt that there's knowing that a certain amount of my number always is attributed to SDR performance. It's like an added stress, right? You got your AES, you know their quota SDR is bring a certain level of stress associated with that, because they have to generate X number of dollars in pipeline. Add in current world events. What would be your advice to your clients out there or listeners around? How do we? How do we really try to control our controllables and make sure that we don't impose stress upon ourselves that we don't need to have when we're on boarding? You know, maybe 10 SDR's at once in a completely remote environment.

00:24:40 Sally Duby

You know, it's awesome if you can onboard more at one time the onboarding. But again, no matter what role. But if you're on board one at a time, it's a lot harder. Mostly because I think we decide it's just one person, so we don't dedicate. Enough time and attention to the actual onboarding to make it good. So when you usually have 10 people onboarding at once or five, it's like, oh, we got to be on our game. We got to do this so you know, onboarding for SDRs I. I mean, we go through and we provide a whole lot of services for helping you figure out your on boarding. There's a lot that is the same as the sales team, but then we need to get different. And you know, creating a playbook for SDR's that is unique to SDR's. Is so important. You know a lot of companies have invested a lot of money in sales. Methodology is sales approaches, whether it's medic or complex selling or targeted accounts.

00:25:41 Greg Reffner

Spin selling, whatever.

00:25:42 Sally Duby

It's Spin, Sandler. You know they've invested a lot in those which are. Awesome programs, but and then they train the SDR's on it. But the problem is that those programs start when the SDR's are finished. So they start when they're assuming we already have somebody on the line that is interested, and I'm having that that first discovery call. They don't talk about, well. How do you get it to a discovery call where the SDR is quite right, so you have to bring it down in the messaging to the SDR level. Right of how do you even get started and what's your approach? And so training SDR's and sales people need to be trained on this too, but on again not just who you are as a company and all the great awards you want and that you're in the you know, Magic Quadrant by Gartner or whatever. But you got to get down too again. Your buyer side of things. So training them on who are the companies? What are the companies look like where we had success? Who are buyers? What are those roles? Again, getting to that buyer persona that specific about these buyers have these challenges. And then here's. How we help solve those business challenges? Again, not feature and function. It's not about product yet. It's about solving business challenges. So what is that? And don't make the SDR's do any translation. You know, I mean the challenges we sometimes see as marketing has. A lot of good information, but it's like 15 pages of fireplace zone information, right?

00:27:36 Greg Reffner

No one's going to read all that.

00:27:38 Sally Duby

Right and then the SDR's have to figure out what's important. What can I say to that actual buyer? Or do I do need to do a translation into by your speak? And so you know, doing that translation and you know, giving the SDR's exactly what they can say in an email, put in an email you know what can they say in a voicemail? What can they say in a conversation? Don't have them have to try to figure it out, especially when they're brand new. On how to do the translation and what that translation is. So giving them all of that information you know what's their cadence or sequence, right? How many times are they supposed to reach out? Is it supposed to be voicemail, email, phone? Set the guardrails. Yeah, set it all up for them. Give him the keys to the Kingdom to be successful. Don't make them figure it out on their own. Party partners, yeah, and there's a lot of ways that you can use the brainpower from these smart people who are hiring. And most of that's going to come in when they're actually on a phone call. And they're having a conversation. We need them to be able to think on their feet. And how do you guide that conversation? Get out of it what they need and set that meeting. That's where we need the brainpower.

00:29:10 Greg Reffner

Yeah, right. So when you talk about frameworks or playbooks, that's what you're talking about is kind of helping them understand how to go through their cadences. You know what? What a good email looks like, what a good email does, or bad email looks like. High-level Cliff Notes version of our personas or. One of my favorite things are yeah, right? Or how to research somebody like? How do you go find information about Sally? How do you find information about Kevin right? And then how do you use that information to engage with your prospects so?

00:29:48 Sally Duby

So that's a big one, Greg and a big sinkhole. We find SDR's is because we don't. They just. Now that they're supposed to research because everywhere you look on. You know LinkedIn spear. Got to research, research, research, you know this, but we don't tell him who. What is it that you're researching? What are you looking for? Where do? You find it and then if you find it, how do you use it, right? So it's just research and we find many SDR's. I mean this is common when you go into an organization. SDR's are spending 30 minutes. Researching before they make a phone call, but again, they don't even know what they're looking for, but they're researching and they don't know how to take that information and create an email or customize or personalize anything, and then the three days later when they need to make their next outreach, they're doing the same outreach, so it's so inefficient and ineffective. Yeah. But we got to give him the guidelines. I mean, again, people need. You know there is a method to the madness that if you've never done it before, you've never done it successfully before. Well, no, I guess yeah it. It's showing him what good looks like.

00:31:03 Greg Reffner

Yeah, absolutely. I love that. I love that. So like my old soccer coach do better. Well what is better? I don't. I don't know what that means so yeah.

00:31:13 Sally Duby

Exactly I saw that exact thing where you know this was about a year ago, but everything was. Uh, you know, make it relevant. Make your message relevant right. And finally, somebody was like what does that mean? Yeah, how do I know how to make my message relevant? What am I doing to make it relevant? You know? Yeah, it's like, ah bingo, we got to quit using these buzzwords, right?

00:31:41 Greg Reffner

Yep, absolutely. So that's a nice tie in, so I'm an SDR, right? Let's have an account in Sally and I want to get into the world of tech sales an I know SDR is the world I world I can. I want to go. What? What advice would you have to me when trying to find companies that will help me be successful? Like how do I interview my prospective employer to understand whether or not they have these things in place, knowing that I have three roommates that are doing the same thing? That I have a dog in the background that I'm going to be mostly isolated, at least geographically from my entire company for the foreseeable future. Like how do I? What advice do you have for me trying to find that that good home for my for my future sales career?

00:32:35 Sally Duby

Yeah, you know, I think it's some skills that a good SDR. Always has and it's asking a lot of questions. Right, and so the interview process is one that you you know you're not just sitting there waiting for. The company to ask you questions, but you need to be asking these questions that are important to you, right? So if getting proper training so you can be successful is really important to you as an SDR, which I hope it is. You know I better be. You know, asking everybody that you talk to don't just get one person's perspective. But get everybody's perspective. So what's the onboarding? You know? How am I going to get set up for success? What materials are there? Once the training look like what does it cover that is specific to the SDR role? You know, not just. So we're going to tell you all about the company and you know our products and we're going to give you a char guidelines and how to get paid. I mean, that's all important stuff. But that's not going to help you be successful in your role. So, you know, ask all of those questions asked qualifying question. Wow, that sounds awesome. I love you're going to tell me how I'm going to get paid and you're going to tell me about the product and stuff. But what are you going to teach me about my specific role at this company? Even if you've been an SDR before? You know you're going to bring some. Some stuff with you, yeah, mostly will help you. But again, as we talked about right in the beginning, you know every company is different. Yeah, absolutely. And so you need to understand what what they're going to provide you. That's really specific to this company in your world, not just the generic stuff.

00:34:39 Greg Reffner

I like it and I have a couple comments on that. I think the the best SDR's I've ever hired. Sally have always interviewed me more than I interviewed them and so I found that there was a direct correlation between that and it was almost like they had this like intrinsic curiosity that drove them to want to understand which. Is so key as an SDR, you have to be curious.

00:35:05 Sally Duby

Yes, and that you know. I mean just asking somebody. If they're curious. I mean because. I'm not sure that people know how to understand it and figure out how do they have that natural curiosity. Yeah, I'm asking you any questions. They don't have it correct, right? I mean, other than you know. Well, when are you hiring other than some really basic ones? But is there delving in and they you know, after they ask that first question and you give an answer if they don't ask a follow up question? Yeah, and that deeper dive question. They don't know.

00:35:41 Greg Reffner

Exactly, they're not going to do it when they're talking to a prospect that they're not doing it in the interview process.

00:35:46 Sally Duby

Exactly.

00:35:47 Greg Reffner

Is it fair for a candidate to ask about culture you know, do you guys do poker nights? Are we doing karaoke? Like what are you doing to keep the team connected?

00:36:00 Sally Duby

And I would ask that exact question. You know, maybe it's not karaoke or poker or whatever, but you know just say. You know, I know that this is really, you know some trying times for a lot, and especially starting where. I'm not going to be able to meet the team. You know what? What's the culture there? How are you keeping the team connected and engaged just even whether it's fun stuff? Or it's things like? I mean, one of the best reasons for having these SDR inside sales teams in the office together is the learning in the sharing? Yep, right that you can overhear that phone call you Oh my God, I love how they position that. I'm going to try it next time, right? Yeah, whether you know but. And so you're not getting that at home at all. So how are we sharing best practices? How are we talking about what's working? What's not working? Even if it's you know, is your manager doing coaching? How are they doing coaching? How often do? Do they do coaching? Right to help because some of that will come out during coaching. It'll come out during group. You know you can still do this may be very old school, but I always help weekly lunch and learns and whether it was bringing in bagels in the morning and we did it around coffee and bagels or we brought in pizza or sandwiches. Or you know Chinese food or tacos or whatever around lunch. Bring in marketing product marketing right sharing. You can still do that. I can send a gift card. I can do, you know send oh so or whatever in send things to my team. And we can still have these zoom sessions. Yeah, and doing remotely but are they doing it because it's a little. It takes a little bit more. Takes a you know few minutes you got to be a little bit more organized to do it today.

00:37:54 Greg Reffner

Yeah, and I think one of the coolest things I ever saw. One of my colleagues do was actually a workshop Wednesday where each week a different member of the team actually presented on a topic. They had become the expert in and so it wasn't even the manager who needed to come every week. With material prepared. He would ask his team, hey, what's a topic that's really interesting to you, Kay? You're going to present next Wednesday on this topic. What do you want to seem to walk away with? And so as a as a sales leader, maybe you know trying to keep a SDR team engaged? Maybe? Don't feel like you have to do it all yourself, right? Maybe let your team. Kind of let them and their interests kind of start to surface and let them be the leader on a specific topic. So the team kind of goes to them for some things as opposed to you for everything. Which created a lot of...

00:38:52 Sally Duby

Yeah, and you're showcasing you're allowing these people to, you know, show how much they know how good they are, what they've done, that's good. And I think that really helps build up the individuals in the team as well. Yeah, and so you know. It can even be. Hey, you know I want you to bring you know or if you even know because you're listening to your recorded calls, you know that was an excellent call. We're going to showcase that in a team meeting and we're going to talk about, and I want you to guide the discussion as to why you did certain things, why you went down this path and not this path, and let them shine. Yeah, I love it, right, you know, and given that Pat on the back and say this was all awesome.

00:39:42 Greg Reffner

Yeah, well, let's final question here and I will let you get back to your rest of your day. So I would like to to ask. Uh, individuals that have been sharing their words of advice kind of maybe the top three things that have really. That they've learned that have changed their career. The goal here being our listeners can take those things and see if those types of ideas make sense for them. So Sally over 20 years of sales experience what have been the three things that you have found made the biggest impact on your career?

00:40:23 Sally Duby

So it I hate to be kind of. Uh, what's the word I'm looking for? You know cliche about it, but being that I've been in sales my whole career and SDR's, I mean there's a couple of things you know. One is just that tenacity and persistence. You know, don't give up after one or two, whether you're in SDR or you're in sales. If you give up way too soon, you're going to fail. Um and I was just talking to a group of SDR leaders right before this and, you know we were tight. They were transitioning to outbound prospecting. And so it's like, you know, the messaging is so different and it is. And so this is my second point to about the messaging that we've already talked about. But yeah, you know I. I have been introduced to this Sky, this VP in charge of SDR's buy a VPS sales against company. And I couldn't get the guy to respond. So I started my. You know, I know what your challenges are kind of approach. And here's how we can help you. Right here is the value that we bridging, and so after the sixth attempt of reaching out to this guy, it was about outbound prospecting. It's like, you know, this is the biggest thing companies struggle with. Here's why. Here's some things you may want to consider. He responded within an hour.

00:41:55 Greg Reffner

I love it.

00:41:56 Sally Duby

You know, so again, it's that's a combo one. I mean, you know, don't give up too soon. You know there's a point in time when you need to give up, yeah, but you don't give up too soon and you again making the message. You know to what their needs are, their concerns. It wasn't about me, and that the Bridge Group wrote this great bug and that we want, you know, we've been nominated as the top women in sales and SDR. It wasn't about any of that kind of stuff. Nobody cares about that, right? Yes, I love that. I love that you said that. Yeah, it's about it's about, but what my prospects was dealing with and how I can help them and make their life better and make them more successful.

00:42:46 Greg Reffner

Love it, that is so true. No one cares about what you did for company XYZ three years ago. They care about their problems and how you're going to help their problems today.

00:42:57 Sally Duby

Exactly. I love that. So, so those are those are the two in the third one you know. Again, I think it's. You're always proving yourself. Which is good and bad, but you can never rest on your laurels. Again, weather is an SDR or in sales, and it's like you know, and you saw my teams all the all the time. You know it's not about what you did. A month ago a quarter ago, maybe even yesterday. That's not what are you doing today? Yep, right. So you got to get used to.

00:43:40 Greg Reffner

Absolutely, it's something that you have to wrap your head around so early in your sales career because if you if you ever like butter like well, I hit my number last quarter. Like no one cares and you have to be OK with that. Yes, so I love it, yes. Well, that is, uh, I would say blunt. And honest advice and I appreciate it. I agree with all three of your points and again, thank you so much for sharing your time with us today. Really great insight, and if you haven't read the sales development playbook, please pick it up. I've found a lot of success personally in using that book. And if anybody has any questions or would like to learn more about the Bridge group, please don't hesitate to reach out to them.

00:44:26 Sally Duby

Thank you so much Greg. It was awesome.

00:44:28 Greg Reffner

Cool, have a good day.

00:44:30 Sally Duby

Thanks.