



ABSTRAKT





BUILDING AN

ANTI-FRAGILE

SALES TEAM





First things first, these methods may not work for you and your company. This is just what has worked for us and we hope you can take at least one idea to help grow and build your team.

We've broken this down into four sections. While you could easily add a lot more, this process needs to be simple otherwise you won't stick to it. Just like your core values, you hire and fire based on your principles.

The four sections are:

- 1 Culture
- 2 Using Data to Diagnose the Problem
- 3 Scaling Coaching Time
- 4 Objection Handling

CULTURE

By far the most important part of any team is culture. If you don't define your team (and even company) culture, the other three sections are going to be hard to implement.



Extreme Ownership

Leadership at every level is the most essential factor in whether a team succeeds or fails. Regardless of your opinion of Jacko Willink and Leif Babin, this is a characteristic of all high-performing teams.

When shit goes wrong, you own it. Teaching your team to take ownership with decentralized command and how to lead up the chain is the first step to a great team.



Psychology of Fear

According to multiple research studies, fear exists to help us prepare for anticipated dangerous situations. Most managers don't have a degree in psychology. It may be difficult to relate if they haven't been in their team's shoes or even if it's just been a while. The first step to helping your team is to have empathy to help them get over any fear.



Self-motivation is expected, incentivized, and celebrated every day

Most teams don't need a cheerleader. They need a team that is driven by self-motivation.

This starts with...

- Developing trust with your team
- Encouraging them to build relationships with each other
- Lead them based on their personality, not as all the same person
- Show appreciation
- Allow your team to make critical decisions themselves
- When things go right give all the credit to your team, but when something fails you take responsibility





USING DATA TO DIAGNOSE THE PROBLEM

Let's talk about data. And we're not talking about that fancy dashboard you have. Those are great, but 90% of leaders don't use them the right way.

When it comes to a team, we need to identify leading indicators of success.

If they do X, will that make them more likely to get Y, and so on?

Leading Indicators of Success

Most companies focus on the main KPIs - number of calls made per day, number of emails sent, etc. But what about what actually happens on those calls? Are they just dialing and "smiling" or is there an actual process behind it?

Here is what we focus on...

1. What percentage of the following behaviors were happening on every call?
 - a. Correct call opening
 - b. Delivery of relevant customer stories
 - c. Qualifying questions being asked
 - d. Soft Close attempt
 - e. Clear next step and follow up
2. What objections were being faced, and more importantly how were they being handled?
3. What was their response time to inbound leads?



KPIs Leaders Should Consider

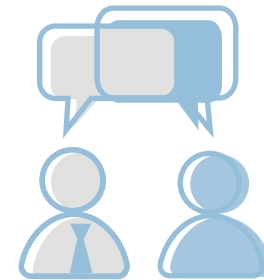
1. Playbook/Script Completion Percentage
 - a. For organizations with the desired call structure they want reps to follow, what percentage of that structure is being adhered to?
2. Objection Handling Response Success
 - a. Playbooks, battlecards... Your organization likely has them laid out in tools like Google Drive, Seismic, Highspot, Mindtickle... How often are those used?
3. Response time to inbound leads
 - a. There is no reason this should be more than 2 minutes... unless it's when they're sleeping. Studies have shown that if you can respond in under 5 minutes, it can make a world of difference when a company is evaluating you against a competitor.

SCALING COACHING TIME

Leaders need to spend less time coaching their teams. Yes, we said it.

Here is why...

- Listening to entire call recordings is a waste of time when you could be notified of the exact part you should be listening to.
- Re-coaching the same thing every week not only will push your reps away, but will also build tension among your team as it seems like micromanagement.
- There is no way for you to be on every call and when you whisper or send them 10 slack messages while they are on a call it causes more distraction than you think.
- Hundreds of emails of your “coaching” feedback on calls just get ignored because those calls are already over and the deals were lost.
- Only so much sales coaching can be absorbed. If you are throwing too much knowledge at your team, not all of it will be implemented so you get stuck in the cycle of reviewing the same thing every week.



Here is what your time should be spent on

- Spending more time doing 1-on-1s with your team to build your culture and help them develop as salespeople.
- Focus on strategy and high-level tactics on what's working and not working as a team.
- Discuss one-off objections and practice handling those objections since they are not common.

How software can help

- Daily reports of playbook % completion so you can analyze if a change needs to be made.
- Allows you to know exactly what part of the calls you need to listen to if your team is struggling to overcome objections.
- Identify the best objection handling techniques and implement them across your entire team within minutes.
- Give your team live, real-time coaching without being distracted. No pop-ups or whispers while a prospect is talking.

OBJECTION HANDLING

Last but not least, objection handling is a skill that your team can take anywhere. It's honestly a skill we think everyone should learn.

Now, this builds off the other subjects we already talked about, but we wanted to separate it because there are a few things that need to be called out.



What most teams are doing

- 1 Most teams spend time every week working on the same objections.
- 2 Most teams focus on competitor and product objections, those only come up less than 10% of the time.
- 3 Most teams have only one way to respond to an objection, you're making your team conform to something that might not fit their personality.

How we go about handling objections

We spend time reviewing all of the main objections that come up time and time again. But we focus on these during the onboarding process. And only review if our team is struggling. These objections tend to be:

I don't have time to talk right now

How'd you get my number

I'm in a meeting

I'm not the right person to talk to

I no longer work there

Can you call me back

Give your team the ammo they need to handle these in their own way without using a robotic script.

That way your time spent "coaching" them is on the strategy & tactics behind the calls, whether or not they are seeing the bigger picture, whether are they providing value on the calls, etc.

To build an anti-fragile sales team, you need to ensure you stay people-focused and not deal-focused.





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