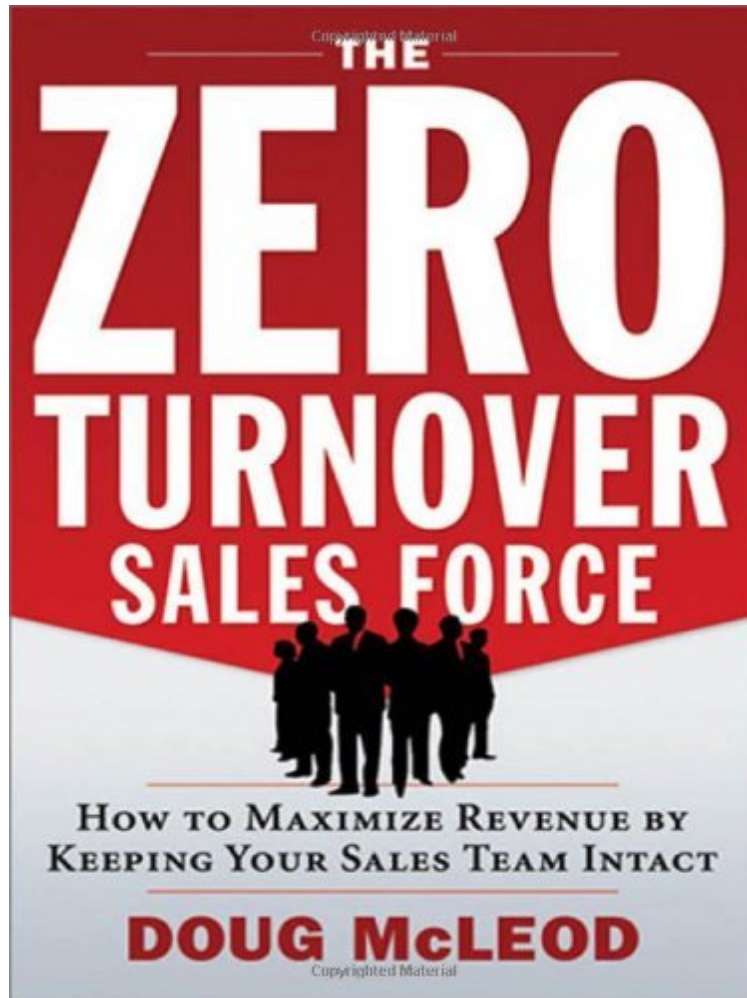


The Zero-Turnover Sales Force: How to Maximize Revenue by Keeping Your Sales Team Intact

Doug McLeod

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Doug McLeod : The Zero-Turnover Sales Force: How to Maximize Revenue by Keeping Your Sales Team Intact before purchasing it in order to gage whether or not it would be worth my time, and all praised The Zero-Turnover Sales Force: How to Maximize Revenue by Keeping Your Sales Team Intact:

0 of 0 people found the following review helpful. Outstanding book for all sales managersBy CustomerThis book is a manifesto on how sales needs to be managed in the 21st century. This isn't an academic study of sales but rather the street smart advice from an author who has clearly been there, done that, and bought the T-shirt.90% of turnover according to Zero Turnover is because of the sales-manager - not pay, conditions, or competition. Even if that number is exaggerated the implications are fierce. What is turnover costing you? Not only the costs of replacement and training, but in lost opportunity, territory and retrenchment cost? What about the mental cost and time investment you

as a manager have to make in each new team member? This book will reduce turnover and the steep cost involved. Warning: it does take management buy-in to implement the strategies involved. Like "Top Grading" new HR policies and managing by performance takes commitment, senior management support and a whole lot of fortitude. Zero Turnover covers almost every aspect that impacts sales performance, retention and team building, starting with hiring, replacing, and rewarding sales people. There are whole chapters on how to more effectively run meetings, time management, having the correct objectives for your meetings, trainings, etc. I found this the most invaluable read on sales management in years. 0 of 1 people found the following review helpful. Good looking product. By S. Bitton order was placed and received timely. The product looks great, I like the design and functionality. It certainly prevents the clutter and make the room look a lot more high end. Recommended. 0 of 0 people found the following review helpful. A Real Strategy to Reduce Turnover In the Sales Force. By Paul Mccord, Author, Creating a Million Dollar a Year Sales Income: Sales Success through Client Referrals. If you are looking for a purely objective review of The Zero-Turnover Sales Force: How to Maximize Revenue by Keeping Your Sales Team Intact by Doug McLeod (AMACOM: 2010), this probably isn't the review for you. Seldom does one read a book and think "wow, I could have written this" because the author's train of thought is so close to your own. Well, Doug McLeod is apparently my long-lost identical twin. The Zero-Turnover Sales Force doesn't promise zero-turnover, of course, but it lays out a strategy to radically decrease turnover in the sales force to the point that it may be effectively zero-turnover. How does one go from a 20, 30, 40% or more turnover rate to almost none? And what is turnover costing you? Eliminating turnover isn't easy, says McLeod, but it can be done IF sales management and the CEO both buy into the appropriate actions that will eliminate the primary reasons salespeople leave. And with a simple exercise he demonstrates just how much turnover is costing you and taking away from your bottom-line. McLeod first addresses the underlying question: why salespeople leave. He argues it isn't money; it isn't a lack of advancement opportunity; it isn't a quest for change. It's--well, the way McLeod puts it is "they don't quit the job, they quit YOU." Salespeople quit because management isn't giving them what they need. In other words, turnover isn't salesperson induced, it's management induced. Not exactly what most of us managers want to hear. The issue starts, according to McLeod, during the hiring process. Management doesn't probe to discover what the prospective seller is really looking for in a company or a sales position. McLeod says we have to ask questions and keep asking until we have at least some idea of what the potential employee is looking for--and if we can meet their expectations. It's those unfulfilled expectations that ultimately lead to turnover. Equally necessary and as likely not to happen is probing to find out why our salespeople leave us. Seldom does a manager ask a seller who resigns why they're leaving. The why they leave is just as important as the why they start. McLeod discusses what he calls "The 12 Assassins of Sales Force Stability" which are: Weak Recruiting, Straight Commission, Cold Calling, Unfocused Training, Sales Meetings, Fuzzy Goals and Unrealistic Expectations, Inattention to Top Sellers, Hesitation and Impatience with Young Salespeople, Disorganized Ride-Alongs, Unrest in the Trenches, Time as an Enemy, A Website That Doesn't Sell. I'm sure that you'll agree with some factors on the list, maybe question others, and adamantly disagree with still others. However, before taking exception to any of the factors McLeod identifies, I'd encourage you to grab a copy of The Zero-Turnover Sales Force and listen to his arguments because he lays out a case that can be well argued and defended. Most of us, however, will have experienced for ourselves the deadly impact of many, if not all, of these issues on salespeople. And McLeod's solutions? The solutions to most of the issues are contained within the issue themselves. Unfocused training demands an analysis of the training the manager and company provide and revamping it to make sure it is both focused on real needs and is consistent with sales process of the company. Disorganized ride-alongs require the manager carefully plan each ride-along and utilize the time wisely. Cold calling demands that the company find more effective and productive ways for the sales team to find and connect with quality prospects. With each issue McLeod identifies the solution--change training from unfocused to focused--and gives specific action steps to take to make sure you've not only eliminated the problem but have turned it into a company positive. You'll never reach zero-turnover. But you can radically reduce your turnover by recognizing where the real turnover issue lies--with the management team--and constructively and positively addressing and eliminating the management created issues. McLeod shows you how to get on track to putting a ton of money back on your bottom-line.

There's no question about it! Sales force turnover can be disastrous to the financial health of an organization, whatever its size, whatever its products or services. With a salesperson's exit often costing at least 150% of that employee's annual compensation, a high rate of turnover can translate into millions of dollars lost each year. "The Zero-Turnover Sales Force" exposes the outdated Old School management practices that perpetuate this costly but avoidable problem. This eye-opening book examines the real reasons for high turnover, explains how it can be avoided, and gives readers specific strategies for maximizing the effectiveness of their sales force. The book demonstrates how to combat 'the 12 Assassins of Sales Force Stability', such as cold calling, straight commission sales compensation, weak recruiting, unfocused training, fuzzy goals, and unrealistic expectations. Sparkling with fresh thinking on hiring smarter, appreciating the values of younger salespeople, retaining top sellers, eliminating wasteful cold calling, and conducting sales meetings that work, "The Zero-Turnover Sales Force" is a powerful must-read for any corporate executive, sales

manager, or salesperson who aspires to management.

It's not an Agatha Christie novel. It's the seemingly unpreventable cycle of sales force turnover. And despite your best efforts, it is an ongoing problem that forces you to constantly repeat your efforts, and could be costing your company millions. Many organizations suffer from ongoing sales force turnover and never talk about it, assuming it's a simple fact of life, an unfightable state of nature, part of the business plan. The sun comes up in the east, seasons change, and salespeople quit or get fired. Time to bring in some new salespeople. That costly, destructive cycle ends right here! The Zero-Turnover Sales Force reveals the type of Old School sales management thinking that lies at the root of this constant turnover. It takes a long, hard look at what causes the bloodletting of sales force turnover, and reveals what you can do about it. This revelatory, realistic book shows you how to eliminate the 12 Assassins of Sales Force Stability, including: Weak Recruiting Understand the reality of online job applications, and avoid The H.R. Trap; Learn how to mine for gems, and find out the one reason to take a job applicant's call; The Numbers Racket; of Straight Commission Recognize the message that straight commission sends. Know how ditching it could salvage your career (and learn what to do if you're stuck with it!); Unfocused Training Discover the three most important challenges that exist within your sales force. Use training to help individuals work as a group. Achieve amazing benefits through role-playing. And identify the six personality traits that just can't be taught; Fuzzy Goals and Unrealistic Expectations Know the difference between goals and expectations. Forge strong, personal relationships with your salespeople by finding out their personal long-term goals and expectations, and set the bar at an achievable level; Inattention to Top Sellers Learn the subtle ways to coach superstar sales pros to new heights. Recognize the five things that will keep them aboard; and never lose another high achiever; Unrest in the Trenches Discover whether your salespeople respect you (and if not, why?). Gain respect from above and below by hitting the numbers. Understand why displaying individual sales figures is tantamount to public flogging. Learn how to spot the people who may be about to leave at any moment; Sales Meetings That Don't Work Find out the one good reason to have regular sales meetings, what to do if you know you're a terrible meeting-runner, and what bad sales meetings could be doing to your sales force. Learn how to benefit from one-on-one sales meetings; Hesitation and Impatience with Young Salespeople Recognize how you might be missing the boat on your younger salespeople. Discover how to use them as a powerful, energizing force within your sales team, and clue in to the five ways to retain them by gaining insight into how they really think; Imagine a world where your only task is managing a stable, unchanging sales team. This insightful book reveals how you can build an industry-leading sales force that stays together and achieves amazing results; Doug McLeod has spent more than 30 years in the marketing, sales, and communications industries. His experience includes all levels of the selling process—from product creation and street-level selling to strategic marketing and sales management to business ownership. From the Back Cover It's happening right now. Someone on your sales team is getting ready to quit. Somewhere else is foundering to the point that you're going to have to hand out a pink slip. A large part of the crew may even be ready to mutiny; and you might be happy to see them go. Except that no matter what form your turnover takes, it means you're going to have to start all over again; Sales force turnover is more than frustrating—it's expensive. And it's bad for your career. But it's also preventable. The Zero-Turnover Sales Force reveals what you can do to prevent being the victim of last-century management techniques that may actually be causing the turnover; This powerful, game-changing guide shows you how you can stop the revolving door of sales professionals in your organization; and in the process save your company money; demonstrate your ability to lead a stable, revenue-generating sales team; and keep your sales force intact regardless of market forces, the economy, or competitive pressure. The Zero-Turnover Sales Force blows the lid off the real reasons sales professionals head for the exits. You'll learn how to: hire smarter and train better; eliminate wasteful cold calling; conduct sales meetings that actually work; keep your top sellers happy and motivated; create a selling environment that not only makes people want to stay aboard but actually makes it possible for them to do so; Sparkling with fresh thinking on what really causes your best sales professionals to leave, this book is a powerful and entertaining must-

read that reveals how you can keep your sales force charged up and in place.