

CHALLENGING SALES PEOPLE EXERCISE

Instructions

Discuss and list how you would manage each type of sales person.

The hard working, low performing Sales Person. He is honest and hard-working, activity levels are good, but level and / or value of sales are poor. His paper-work is always up to date.

Answer –

The “perception-reality gap” Sales Person. He claims to do one thing, but in reality he does another. He really believes that he is doing all the right things when selling. He talks a good story and says all the right things in appraisals, but in front of customers is very poor at selling and does not recognise this. His sales levels are average.

Answer –

The “lazy or relaxed” Sales Person. A quick thinker and always comes up with good answers. However the bottom line is that his activity levels are low. He manages to hide this successfully with good reasons. His sales levels are below average and he is below target.

Answer –

The talented and disorganised Sales Person. Has got the “gift of the gab”. He is very good at building relationships with customers. Everyone loves him. However his paperwork is never completed, his product knowledge is very poor, activity levels are low and he will put this down to the fact that he needs to spend time building relationships (probably on the golf course) and therefore will claim that he does not have time for high activity and lots of unnecessary paperwork. His sales levels are slightly above average and he usually hits his targets.

Answer –

The “office” Sales Person. Spends most of his time in the office. He sees his role as a mainly planning and preparation. His paperwork and product knowledge is excellent. He is very organised and analyses every bit of data in detail and is very thorough. Customers respect him for his excellent knowledge and will often contact him to use him as a sounding board. He is also well liked in the company and plays an astute political game and he is therefore well known. However, whilst conversion rates and sales values are okay, activity levels are poor. He works reasonably long hours and cites his colleagues as not doing a proper job due the fact he believes their product knowledge is lacking (and there is some truth in this fact) and that they are not being thorough enough.

Answer –

The “cynical” Sales Person. You inherited this person. He has heard it all before and believes that if he keeps his head down for long enough, you will be gone (promoted or moved on to another division). Goes along with what you are saying but his heart is not in it. He is a silent descender. He also sees you as a young “whipper-snapper” as he is a good bit older than you. The added problem is that the rest of the sales team look up to him and take notice of what he says. You are also concerned about what he says to them when you are not around. Activity levels are okay, but you think that a lot of these meetings are for the sake of it and do not involve much sales talk. Sales level are okay, but he has a number of key clients and you believe that sales could be much higher.

Answer –

The “nervous” Sales Person. Lacks confidence. Always takes it to heart when things go wrong in a sale. Agonises over failure. Thinks everyone is better than him. Often quite stressed. He wants to succeed. Activity is very high, sales are low and of small value.

Answer –