A SALES CONSULTANT'S GUIDE TO

BUILDING YOUR FIRST SALES TEAM

WINNING WITH SCALABLE SALES SYSTEMS AND PROCESSES

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Building Your First Sales Team: Winning with Scalable Sales Systems and Processes

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FREE OFFER

As a way of saying thank you for reading this book, I'd like to offer you a free bonus worksheet to help you in building your first sales team. The First Sales Team Worksheet was designed to provide you with the road map of processes and systems to consider (and build out) as you create that first, scalable sales team.

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INTRODUCTION: WHY SALES MATTER SO MUCH

So, you want to build your first sales team.

Maybe you started your company centered around a special technical skill you have, such as web design, building marketing campaigns, executive coaching, or remodeling kitchens.

Maybe you are the visionary type of founder who has a great idea that the market should want. Your product has been created and you have been selling it, but you know it won't grow and produce what you want only through your sales efforts.

Maybe you really enjoy sales. Perhaps you worked for companies selling their products, helping them get rich, and then you decided to go out on your own with the goal of being the one on top while others make you rich.

Whatever path you have taken to get here, you will face unique challenges when attempting to create your first sales team. Those challenges will slightly alter the process you take from this moment forward. But the fundamentals will generally be the same.

Here are your challenges—see if any of them sound familiar:

- You aren't sure anyone else can sell your product as well as you do.
- You tried hiring a few salespeople in the past, but they failed miserably. You wasted a bunch of time and money on them with little result.
- If you have a few salespeople, they aren't producing at your level or even meeting whatever goals you have for them. Some weeks, they are at least paying for themselves, but many other weeks, your sales team feels like a money pit.
- You wish you could just hire some good salespeople who know what they are doing so you could hand off "sales" to them and spend your time running and growing the business (or at least putting out the other fires that keep popping up).

If any (or all!) of these challenges resonate with you, you may be wondering if I have been spying on you and your business. I have not. But I have dealt with many startup companies, across various industries, in multiple parts of the world, so, unfortunately, I know these scenarios are common.

In this short ebook, designed for the busy entrepreneur who doesn't have time to read a 300-page tome, I will address these challenges and share with you how to overcome them. To begin, let's address just why sales matter so much.

So many times, I encounter founders who don't enjoy the thought of "sales." They know sales are necessary, but they wish there was a better way. My goal is to show you there is a way to succeed at building a scalable sales operation that doesn't have to feel *salesy* (read: gross). I'll show you that what people want is not *old school* sales tactics. In fact, companies that are still selling like they did ten, five, or even two years ago will lose out to those who understand how to provide their potential customers with the sales experience they desire—not what the company hopes they will tolerate.

When you take everything you can from this book's insights into processes, systems, strategies, tactics, and mindsets, you will set your team, company, and customers up for success. You will also create a sales operation to provide a stream of new, successful customers who are grateful for your product's impact and value. Without a scalable sales operation, you could have the most valuable solution for your customers, but they will never benefit from it. I'm going to show you how to make your sales operation scalable so you can grow your business, satisfy your customers, and stay ahead of the competition. Are you ready to take your business to a new level? Great. Let's begin.

1. TYPES OF FOUNDERS

One of my favorite, and one of the most foundational business philosophy books is the *eMyth Revisited* by Michael Gerber. In it, Gerber shares that most small businesses are founded by either a Technician, Manager, or Visionary. Let's look at each of these types of founders to see which one you might resemble and how that affects your sales processes.

The Technician (e.g., the accountant, life coach, house painter) is good at producing that widget, and they have what Gerber calls an "entrepreneurial spasm" where they think, "Hey, I am really good at ______, so I should go start my own company!" That is when the fun begins. As Gerber proclaims, most small businesses fail because that founder, who is great in one area, must wear the hat of every other position within the company for it to be successful, which is where things fall apart. That accountant, life coach, or house painter will most likely struggle with sales and marketing, managing staff, dealing with the legal side of the business, and so on.

The Manager is great at managing teams and processes, but they are not the visionary. They don't realize it, but they are usually handed the vision and then run full steam ahead with it. They might also not be effective at sales and marketing, leading them to have no clients, so they don't need a team to manage.

The Visionary starts a business because they have that vision and mission. They typically are flying high up in the clouds with so many great ideas. The challenge is that it takes a village to completely execute those ideas.

Do any of these founders sound like you? If you have been running your business for a while, then you have probably floated through all of the positions out of necessity. The challenge comes when you decide you want help generating new revenue for the business.

The Technician founder is hoping that hiring salespeople will equal not having to do the *unfun* sales part anymore; they will delegate it to a team, so they can go back to the technical, widget making they love most (or used to love, until all the stressful business stuff got in the way).

The Manager founder could feel that same way, itching for a team to manage, and more specifically, one like they had at previous companies, which was filled with professional salespeople who knew what they were doing and operated like a well-oiled, revenue-generating machine.

The Visionary founder wants the revenue to grow so they can move closer to their vision of market/industry domination. They are, themselves, great at selling new clients on their product and getting people excited and onboard (but then the challenge arises that someone has to actually do what they promised the client). Whenever the Visionary founder brings on salespeople, they struggle because no one seems to be as good as they are at selling the vision and product.

No matter what type of founder you are or wherever you are in your business evolution, my goal is to help you understand the main parts of creating your first sales team, from building your sales process and recruiting and compensation plans to training and supporting your team so they can win. And if you have already had some salespeople who didn't work out—possibly leading to you firing your first employees—then this book is for you. As you read, please don't beat yourself up for what you did not do with previous salespeople you hired. Just focus on what you can do for the new sales team you bring on.

2. DEFINING YOUR SCALABLE SALES PROCESS

It might seem like the best place to start is recruiting the right sales talent for your team, but we must first build the foundation of your sales process. That way, you know what you want your future salespeople to be doing and saying, which will help guide you in whom to select when you start the recruiting machine.

What is a scalable sales process? Let's start with the term *process*, which is defined as "a series of actions or steps taken in order to achieve a particular end" (Collins English Dictionary). Your sales process is, then, the roadmap and detailed instructions on how your sales team will help qualified prospective customers achieve a particular end: becoming a customer.

Many challenges arise when developing a sales process. The main one is that it involves humans; humans can be unpredictable and don't usually like being controlled. With sales, you have two sets of unpredictable and uncontrollable humans involved: salespeople and prospective customers. The key to building a successful sales process is understanding and accounting for both of those groups.

For your team, the process needs to be as detailed as possible while allowing them to be creative, add in their personality and special skills, and adapt to the person they are speaking with. The last thing you want is a team of lemmings or robots. And most salespeople will resist your process if it's too constrictive, like making them use word-for-word scripts. They will probably tell you things like "Just let me do what I do best," "I don't need your scripts," or "I don't want to sound like a robot."

Your prospective customers are even more unpredictable, and they will be repelled by the thought of being controlled or manipulated. But a process does need to be in place to help guide them through milestones, such as determining if they qualify, gathering the needed information for the transaction, closing the deal, or leaving it up to them to tell you how they want to buy. I have seen companies who default to that, and trust me, it doesn't work.

Now let's talk about the *scalability* part, which is defined as "the ability of an organization (or a system, such as a computer network) to perform well under an increased or expanding workload" (Investopedia.com). Essentially, a scalable sales system means that with increased inputs, such as marketing and salespeople, you will get increased and predictable outputs—sales. Many companies might build a sales process, but is it scalable? Do you know for sure that if you double your marketing spend, you will get a certain percentage increase in new revenue?

If you want to build your first sales team, that means so far you (or one of the founding members) have been doing all the sales. Taking what you have done to close deals and turning that into a sales process others can run is a challenge. Making it scalable is even more involved. That's where reverse engineering comes into play, as we'll explore next.

3. REVERSE ENGINEERING

The first step in building your scalable sales process is reverse engineering what you are doing to generate revenue. Reverse engineering is more challenging than it might seem on the surface. Most of us really have no awareness of what we do to succeed in sales. I know I built scripts for years, created and delivered training to hundreds of new salespeople, and coached and mentored them once they were on the phones to help them achieve greater results. Yet when I decided to write *Selling With Authentic Persuasion: Transform from Order Taker to Quota Breaker*, it took me a lot of time and energy to deconstruct what I actually did in my own sales process and had subsequently taught others. Even as the book was going to print, I kept thinking about more items I could have added.

Here are the action steps I suggest you take in reverse engineering what you do:

1) Outline the main steps in your sales process, such as Introduction, Building Rapport, Asking Questions, Demo, Pricing, etc.

2) For each section, write out what you say each time. What part is automatic for you that you tell prospective customers? There is some portion of it that you do the same way in nearly every conversation. Write that out.

3) Document your transitions, which is what you say when you move from one step in your sales process to the next. These transitions are potentially the most important part to script because they are how someone else could move through the milestones in the process. If you do not have any transitions, then now is the time to write out what could be said to move from one part of the sales process to the next.

4) Look at all the emails you send to prospective customers during your sales process to identify common templates you use. Determine which ones/parts you would want your team to use, and compile them into one document.

5) Make a list of all the ancillary bits of information you know about your product. This step can be tough because you created the business, so it's all second nature to you. But your new sales team hasn't been living and breathing it, so what do they need to know? Pricing, terms, options, contract parts, FAQs, etc. Once you have that list, you will want to start building each one of those into a document your sales team can hang at their desks for quick reference.

The key with reverse engineering your current, autopilot sales process is to put yourself in your sales team's shoes. If you were new to the business, what would you need to know and have access to so you could create success?

I have put together a universal sales team startup guide and checklist designed to help you compile all the necessary items for your new team. You can access it, for free, a www.sellingeffectiveness.com/guides.

Now it's time to talk about how you're going to motivate your sales team to follow the process you've created.

4. COMPENSATION PLANS

The nearly universal assumption by founders and CEOs is that good salespeople are motivated by money, so compensation plans should be simple: close deals, make money. Yes, that is true, but it's not that simple. Several considerations must be kept in mind when creating a compensation plan for your new sales team.

The first thing to remember is that whatever you set as your first compensation plan will not last long term. No compensation plan avoids evolving as the company grows, especially the first one. Knowing this fact is important both for you and your team's mental expectations. A lot of leaders feel a pressure to get their compensation plan *right* the first time so it never has to be changed, but that isn't practical.

One reason your compensation plan will change over time is your company will grow and evolve, and the priorities will shift as revenue and team size increase. In the beginning, you may need to pay out a higher percentage of the revenue from a sale to keep the performing team members motivated. You might try to fight that by paying less, looking at your bottom line and everything you have invested to this point, and wanting (or needing) a bigger share for yourself and potentially the business's survival. Do your best to set that reaction aside and pay your team more in the beginning. What you most likely need more than bottom line revenue is top line revenue, new clients, and momentum. Your goal is also to develop a team that can take the burden of selling off your shoulders and will generally require a higher payout.

What then happens over time is you will get better at marketing. The team will get more efficient in their sales process. Your efforts will yield a sales team that can predictably close more sales. At that point, you will feel the need to change the compensation plan. At that pivotal growth moment, you might say to yourself, "I am paying the salespeople too much commission from each sale, especially considering I am investing so much in marketing to supply them the leads." Once you have that thought, you will want to change the compensation plan.

Keep in mind that you can rarely lower someone's compensation or make it harder for them to make the same, or more, money than they have been making, and not lose team members. Usually, companies end up with the legacy compensation plan for the *experienced* salespeople and then a new compensation plan for new hires. That evolution is normal and will most likely happen multiple times over the course of your business's life.

The second reason your future compensation plan will not be the same one you start with is because why you incentivize your salespeople will change. I am not referring to paying them to close deals. I mean the behaviors you incentivize, and subsequently disincentivize. The mistake most leaders make with their new sales team compensation plan is they only focus on the money part. Close deals = get paid.

Why is that a bad thing for the company? Without any guardrails and left to their own moral compass, humans will default to their self-centered interests and priorities. That is just our nature. Yes, we are a tribal species that has survived and dominated the planet as a group. But when push comes to shove, it's every person for themselves. Always remember—people do what's in *their* best interest (not what you want/wish/hope they will do).

When your compensation plan is trading dollars for deals, you are assuming everyone cares about the customer and business success as much as you do. But no one will ever care about your business as much as you. (Sorry to be the one to tell you that.) If you are not careful with your incentives, you could get lots of bad sales.

Bad how? Inappropriate or incomplete expectations set by the salesperson. Noncompliant sales processes (i.e. lies, overselling, manipulating) that lead to buyer's remorse, cancellations, and possibly complaints. Customers who should not have been customers in the first place, meaning that what you offer isn't right for them. It's not a good fit.

Unfortunately, when these situations happen, based on a compensation plan where you only care about rewarding for sales, the business ends up with customer issues on the back end or lost revenue, while the salesperson gets paid, which leads to a net loss for the business. Your business is basically *losing* money every time that salesperson makes a sale for you.

The goal with any compensation plan is to incentivize and reward for the behaviors and results you want and ensure you are not inadvertently allowing for results you don't want. That is why most companies' first compensation plans will not survive the test of time.

You will realize how compliance fits in to your company culture and business priorities. Ask yourself:

- What level of quality do I want in the sales and how long do I want customers to stay customers before I reward that salesperson?
- What number of administrative requirements do I have for the team? (What do I need from my team members to make each new customer be successful?
- How much training and how many meetings will I require salespeople to be a part of to ensure that everyone is moving in the same direction?

Here are my guidelines for creating the best (next) version of your compensation plan:

- **Start with the numbers.** So many companies do not know the costs of acquiring and maintaining a new customer. To determine this, figure out:
    - What are your marketing costs to get that new customer? This is called your Cost Per Acquisition or Cost Per Client. For example, it costs $500 in marketing to generate one new customer.
    - Next, with the number of sales per pay period for each salesperson in mind, determine how much in their labor, payroll taxes, and fixed costs it will take to close one new deal. For example, if your all-in costs for a single salesperson were $4,000 (payroll, taxes, benefits, technology, and rent costs for their desk space) for two weeks, and if each salesperson closed eight sales during that two weeks, it would equal $500 per sale in salesperson costs.
    - Calculate the business costs associated with servicing a new customer. This can be tough to do, especially since the marginal costs of adding a new customer might be minimal since the staff, technology, and fixed costs are already in place. For example, you have one full time client success manager, who can take care of up to 30 clients per month. Their employee cost is $6,000 (all in) per month, which then breaks down to $200 per client in 'servicing'.
    - Add up those three figures to give you the total cost of a new customer. With our example numbers it comes to $1,200 ($500 CPA + $500 Salesperson + $200 Servicing)

  - Take your average total revenue per new client and subtract that total cost figure. If your Lifetime Value/Revenue from a new client is $4,000 - $1200 = $2,800 remaining.
  - Out of that net(ish) profit figure, you still need to pay sales commissions, cover business expenses, and have profit remaining from each new client How much of that do you want to share with the person responsible for closing the sale?

- **Put on your "loophole" hat.** What are all the loopholes a salesperson could come up with that could result in paying them for bad sales or paying them at all without getting what you need as a business? Common categories to keep in mind include:
  - Quotas and minimum sales performance, especially if you are providing a base pay. Even if you aren't, you have business costs associated with each salesperson. How many deals do they need to close for the business to be ahead?
  - Compliance: Are there things you need the salespeople to do or tell the new customer to set the proper expectation? Are there things you need them not to say (non-compliant items)?
  - CRM/Admin: What do you need to complete in your system to ensure you have everything needed for that new customer?
  - Working Hours: Is there a number of days/hours you need them to be present each period?
  - Closing Percentage: If you are providing them with leads or data, should you hold them to a minimum closing percentage performance?

I have found that when you go through the above exercise, companies can get themselves set up with a more comprehensive compensation plan that will reward the salespeople producing the ideal business results, and disincentivize the detrimental and costly behaviors you do not want.

Now that you know how to motivate your team, let's look at where you find the right people for your team.

5. RECRUITING

You have developed out your sales process and compensation plan to where you feel confident enough to start recruiting people for your sales team, while also fully aware that what you have built will need to be tweaked over time (and usually sooner than you think). Now let's talk about recruiting those first few salespeople.

Yes, you read that right, I said first few salespeople. Now, you might be reading this and thinking you only want to hire one salesperson. Maybe that is all you think you can afford or all the bandwidth you feel you have available. "Jason, I am worried I will be unable to keep one little baby bird alive in the nest," you might tell me, if you are like founders I have worked with. "How could I possibly keep two baby birds alive long enough to leave the nest?"

Let's discuss why you should start with at least two or maybe three for this first new hire class. The main reason is the same reason, as gruesome as this might sound, that most smaller animals in nature have more than one offspring at a time—the world (and sales teams) can be a dangerous place, so it's smart to hedge your bets. If you hire just one salesperson and they don't make it, you will need to start over with recruiting and training a new salesperson to get them up to speed. I have seen that pattern play out so many times, and it costs valuable time. If you had no salesperson for three months, what would the missed opportunity cost be to you and your company?

It's the same thing you see in nature. Larger mammals have one offspring at a time, and they protect and nurture it with everything they have. But if they aren't successful and have to start over, it could mean bad things for their lineage and, potentially, the species. I am not saying you want to hire new salespeople like a dog having puppies, but you want to find a smart, strategic balance to ensure you don't go backward with your revenue and growth in the event that your single salesperson doesn't make it. (If you have been around for any length of time, you already know there is a good chance they won't.)

"Jason, okay, I get it—hire two or more," you want to butt in, "but what happens if they all work out? I cannot afford two salespeople!"

True, *currently* you cannot afford two salespeople. Actually, let me clarify; you cannot currently afford two deadbeat, non-performing salespeople on your payroll who aren't adding to your bottom line. If it helps, no company can afford that, nor should they tolerate it. Which is exactly why I want you to start with a sales process that the right people ("right" meaning having the right skills and being a good culture fit but not necessarily being rock stars) can run and win at. That includes the right compensation plan that rewards the level of deals and revenue you want and holds them accountable with consequences for not being successful.

The truth is if you hire two salespeople and they both meet your minimum performance standards, meaning they make you more money than they cost you, then you cannot *not* afford them. You would be grateful to have them. What you don't want is one or two deadbeats on your payroll, but now that you have the rules of the game in place, that won't happen long term.

The next reason to hire two to three salespeople for your first/next group is that the right people for a sales role will generally have some level of competitive nature within them. When you hire just one person, they only have you to compete with, which is usually not a fair fight. This will lead to them feeling isolated and relying on their own motivation to stay excited (like playing solitaire on the computer; while some people care about beating their fastest time, others don't) versus having someone to compete against. You always want to provide salespeople with someone who pushes or inspires them to do more. The other benefit of having multiple salespeople start at the same time is they have each other to bounce ideas off and learn from. When one of them figures out something to say that works, the other will pick it up as well.

I hope I've convinced you now that you need two or more salespeople. In the next chapter, we'll discuss what type(s) of salespeople you may need.

6. SALESPEOPLE TYPES

All right, now let's chat about the types of potential salespeople to hire. It is important to make sure you recruit someone who will fit what you need and want on your team. The three types are the newbie, the sales veteran, and the future entrepreneur. The labels are self-explanatory. Why is recognizing these types critical? Most leaders don't recruit the right type of person for what they need in their first sales team.

What I see a lot is a founder/CEO will have very little sales process or compensation plan in place and think the magic bullet for succeeding at building a sales team is to hire a seasoned pro. They feel the experienced sales professional will bring them all the processes, structure, strategies, and motivations needed to succeed in the role. The most common leadership mode I see with founders and their sales teams is abdication. The founder finds a sales team and then abdicates from performing all sales duties themselves.

So, what is the right type of salesperson to hire for your new team? It depends. I know that might seem like a lame answer, but it truly depends on what you have built, what you need most, and what you can afford.

SEASONED/EXPERIENCED SELLER

The benefit of the seasoned sales veteran is they come in with the solid sales skills to have conversations with ease and move people to the close. Assuming they've sold similar products to yours in the past, you won't need to teach them much or coach them on their selling skills. One challenge with this type of new hire is if your product is different from what they have historically sold, then even with them bringing fundamental sales skills, they will try to sell your product in a way familiar to them, but that might not work. I have had many "veteran sales professionals" (yes—in quotes; be suspicious of someone who on paper has lots of sales experience and thinks they are amazing, but also needs a job…. If they are so amazing, why are they on the market?) tell me "I don't need your script and process. Just tell me what I am selling and the price and let me do what I do best." That can be dangerous if they try to sell square pegs to customers with round holes.

Another issue can be cost. Experienced, seasoned professionals will want more money. Usually, that means a higher base, to help cover the lifestyle they have become accustomed to, and more commissions/bonuses. If they are getting results, then it's worth it. But be cautious of the salesperson who demands a high base pay until you have a lot of performance requirements in place.

Lastly, most of the time, a seasoned sales pro has made their money from relationships, nurturing the ones they have and getting business from their network instead of generating new, cold leads/business. If you are hiring them for their network, that could work out great for you. If their network doesn't do you any good with your product offering, they need to build a sales pipeline through cold business development activities; then it could result in a lot of frustration and wasted money on your end. Many seasoned pros mentally graduate to the "I don't need to cold call/knock on doors anymore." That attitude is very dangerous if you hire them to develop new business.

NEWBIE

The next new hire type to discuss is the newbie. This salesperson has some form of experience that could lend itself well to succeeding on your team, but they do not necessarily have direct sales experience or tons of time spent in sales. Maybe they are coming from a service-related job or they have worked in retail/hospitality, but now they want to get into telephone sales. This type of hire will require a lot more nurturing on your end—more training, more call coaching, more mindset work, more accountability, and more hand holding.

This is okay and can lead to a very successful revenue-generating team member. The key is to understand the work involved from your end and have the right expectation. The nice part is they will require a much lower base salary than the seasoned vet. But you will have to put in more effort. If you are planting a garden, it's the difference between buying a packet of seeds (newbie) for a dollar or two that will take a lot of nurturing, protecting, and time to product fruit versus buying a mature fruit tree that just needs to be planted and will hopefully start producing fruit soon (seasoned vet).

Make an analysis by determining the following:

- How willing are you to nurture that newbie salesperson for as long as it takes until they can make it on their own?
- How much of the sales process have you built? They will need everything mapped, scripted, and processed out for them.
- How soon do you need additional sales? The newbie could take a while to get ramped up.
- What base pay and commissions are you willing to pay?

Keep those questions and your answers in mind as you decide whether a newbie salesperson is what you need. What is the biggest benefit to hiring a newbie? They are a nearly blank canvas for you to train, teach, and mold into what you know works for your company and sales process. They aren't bringing with them a lot of baggage or dogmatic ideas of the *right* way to sell or work.

ENTREPRENEUR

Lastly, let's discuss the entrepreneurial salesperson. This is the person who has big dreams and likes the idea of business. Maybe in the interview process, they ask more questions about the business, money, bigger picture, etc. On their resume, or in discussions, they share the "startup" business(es) they have started and are working on. They are a mover and shaker who has long-term aspirations. Here is a general observation of them: They will work hard if you hire them. They will potentially be a sponge to absorb everything you teach them and hopefully follow your guidance. I say *potentially* and *hopefully* because I have also seen this entrepreneurial type of salesperson think they already know everything and not be very open-minded—watch out for that during the recruiting process, and if they reveal such characteristics, don't hire them!

What is the benefit of this type of hire? If they have that entrepreneurial spark inside, they will be driven to solve problems, innovate, and come up with new ideas for marketing, selling, strategies, and processes. They will hesitate less to have conversations with your prospects. They usually come with a high level of confidence because they are internally driven by big plans. If you have no real sales process outlined, and very little support for them, as long as they bring some sales skills, they could be successful by overcoming the lack of process and support, and be willing to experiment.

Tradeoffs? They are constantly innovating and looking for new ways to do things, which could drive you crazy when you want them to go one way, focus on one market, and sell in one certain way. If you want a "soldier," they are not your person. The other tradeoff? This type of person may not stay with you very long. If you can move them up quickly in the organization and give them some level of autonomous business leadership where they feel like an *intrapreneur* (someone who is an employee but who treats their role like it was their own business), then they might stick around. Otherwise, understand there is a short shelf life for this person because once they feel they have learned all they can and have peaked income-wise, they will take their entrepreneurial desires on to the next venture/company. This is not a bad thing if you realize they have value for your team and won't be with you forever.

With those three types of new sales hires in mind, remember to focus on what you have in place and who will best fit with where you are now and your ability to support them. Are you hoping to abdicate all sales responsibility and results? Or are you going to stay heavily involved and have someone shadow you for months so they can learn the process? That will dictate the type of person you want. Also, know that whom you need right now will be different from whom you will need down the road, possibly even for the second wave of hires for the team. You will create more structure and process over time. You will be better at setting expectations. You will get the compensation plan dialed in. Figure out whom you need now and focus on that. Then be open to what happens down the road.

This is a good place to talk about expectation setting, especially relative to the type of person you are hiring. There is a balance between getting someone excited about all opportunities ahead of them in a sales role with your company and the situation's realities. Fight the urge to sugarcoat it. Yes, you want to share how much money they could make. But don't base it on how much you are selling. Be realistic with how long it will take for them to build up a pipeline of prospective customers and the skills to close them. I have seen many founders have high turnover from telling new hires how much they could make and then not having that happen.

The other expectation to set, as I mentioned, is the situation's realities. What does that mean? Make sure you are crystal clear about how easy or hard the job will be. Will they be figuring out things on their own, without a process, script, or structured lead generation strategy? Don't tell them they are staying at a five-star resort (or not give them any details at all) and then drop them off in the middle of a forest with no food or water. If you are setting them up to survive on their own, at least set the right expectation upfront. That way they a) can decide if they want to take part, and b) cannot complain later when it's hard. That is not to say you want to make it sound terrible and painful, but again, just don't sugarcoat it. The right people will be attracted to your mission and vision, understand the maturation level of your sales team and process, and be willing to jump in wherever the business is at.

One final suggestion is to "hire the smile, train the skill." I learned to do this a long time ago from Dr. Darren White. He believed, especially when hiring someone for a client-facing role, it is hard to teach someone to have the attitude you want and that fits with your corporate culture. Eric Stewart, who worked in HR for major cruise lines and vacation resorts, calls it "the hospitality gene." Someone either has it or they don't, and if they don't, it will be nearly impossible to teach them the attitude you want and shift their personality and view of the world.

It is way easier to teach someone skills than attitudes. It is especially critical to hire the right attitude in your new sales team. When the team is small and new, the team members become a major part of your company's family. And you want a family that is diverse with skills or open to learning new ones. What you don't want is a dysfunctional family where it feels like everyone is going in different directions. When building out the profile of the type of salesperson you want to hire, put together your *must haves* and fill that list with the attitudes, traits, and values you feel will be the best fit for your company and the culture you desire. And be careful you are not deluded by that slick, sales "professional" who tells you all the right things about how many deals they will close at your company and how much money they will make for you, but you feel will also likely cause problems with other team members and become toxic to your organization. Trust me; don't go after short-term gains (sales/revenue) at the risk of damaging your culture and team long term.

7. HIRING PROCESS

You know whom you want to hire, by personality, background, and experience level. Now it's time to build out your hiring process. Let's start with the simple premise that your recruiting process should reflect the expectations and sales process/cycle your ideal future salespeople will exhibit if hired.

Let me explain why you want to set it up that way. Then we will get to the how. The recruiting process's goal is to find the candidates who are the best fit for your organization in skills, talents, abilities, and attitude. Sometimes, your goal will be to hire the best of the best; other times, your focus is on hiring someone you can nurture, as we discussed above. No matter what you want, the one thing you need is a fit for your sales process.

Imagine if you owned a fine dining restaurant and needed to hire a new chef. Would you hire the applicant whose only background is flipping burgers at fast-food joints? Even if they have a great attitude, say all the right things in the interview process, and state how much they thought they could cook fine dining meals, you probably won't hire them.

Maybe as a dishwasher or prep cook to work their way up and prove themselves. But not as head chef. [Fun fact about me: My first job wasn't a paper route, mowing lawns, or babysitting; it was as a prep cook/dishwasher at a restaurant. I learned some great knife skills and came home every night smelling like dirty dishes and food stuff.]

Imagine the inverse situation—you have a fast-food joint and need to hire a new burger flipper. You would probably not hire a fine dining chef, no matter how much they tell you they are excited to work in fast food, how well they can do it, and that they are looking for a change. You just know hiring them would be like trying to put a square peg in a round hole.

When recruiting your sales team, make sure you are looking for round pegs for the round hole you have created. During recruiting, the key is to build your hiring process with similar stages and timing as your sales process to put people through the paces to see how they react.

For example, if your sales flow is mostly a one call/visit close, with follow-up calls to the prospects who were qualified but have not bought yet, then your recruiting process would be on the shorter side (only a few interviews), but it could include stretching out the communication to the candidates so they are following up with you. This will show you who has "follow-up" skills and who is just sitting back, waiting for you to reach out.

I promise if you pay close enough attention to how the candidate acts, it will show you a solid indication of how they will act in your sales role. If they never follow up with you and it feels like you are the one pushing them forward, the same thing will happen with their pipeline. They will sit back, waiting for prospects to call them back to buy.

How can you test this? My insider, pro tip is to set up the reply timing like this. First, imagine you just finished the first interview: "We are having more interviews with candidates later this week and hope to decide about the next round by Friday. If you don't hear back from us by Friday afternoon, feel free to check back with us." Then, the key is to *not* reach out to them by Friday. Yes, it might appear you aren't good at sticking to your timelines, and some candidates might theoretically get turned off by that, but the ones you want will email or call you Friday afternoon. Secondarily, you would want the ones who reach out over the weekend or on Monday at the latest. With anyone who reaches out after Monday or not at all, just let them know you have chosen other candidates and removed them from your hiring list. Why? Because, again, they will treat their pipeline the very same way.

Another example is if you have a longer sales cycle, with lots of preplanned calls/meetings that move the buying process forward in stages, usually with many stakeholders. For that sales process, you want to build an interview process that is similar (but not as long, especially if you sell to enterprises and have a six- to eighteen-month sales cycle. That would be a terrible thing to do to a candidate. To simulate what they will have to do to win on your team, you want to test their patience, follow through, and provide pressure under fire in interviews with multiple stakeholders. The Army has a saying "Practice like you fight." Whenever possible, they use real ammunition, real bombs, and real tactics. You also want to "recruit like you fight (sell)." Your goal is to see how someone handles the process and select those who, without realizing it, are displaying the behaviors and actions you want. If they send you a handwritten follow-up note, hire them immediately!

When I am building a sales recruiting process for a company, I always structure it relative to the selling role's structure. Then I add in some *hoops* for them to jump through. Again, these hoops or challenges should be relative to the tasks that salesperson will face.

They could include memorizing a portion of a script and then reciting it from memory. I might have them create a sales pitch about what the company sells to see if they understand it and then present it to a room of managers. I have given candidates a client company's name and had them do a research analysis and create a strategy for how they would sell to them.

Years ago, before I got into sales, I was hired at Microsoft for their technical support team. One interview question I aced, which I know was one of the reasons I got hired. I still use that question/process to this day when interviewing people, and I will generally make a go/no go decision just based on the result. Email me (jason@cutterconsultinggroup.com) and I will send you that killer interview question and how to leverage it to find your ideal candidates.

Remember that the way you recruit people is designed to test them, to filter for the qualities you are looking for, and to set the tone and expectation of them toward your company. A formal, structured, well-thought-out recruiting process will show the candidates who are paying attention that your company has that enough structure in all areas so the company, employees, and customers can win. Also remember that how you do one thing is how you do everything. If your recruiting process is sloppy, then my guess is most of your other operational systems and processes are sloppy too.

8. ONBOARDING

Your recruiting process is your first introduction to your potential new hires. Once you and they agree that they are a good fit for your company and you make the job offer, it's time to bring them into your company. As you know, this onboarding process is so critical. Most business owners and leaders forget the importance of initiating that new employee into their family. If you are a founder/owner, then you don't remember being new. There wasn't a time you got hired at your own company and someone showed you to your new desk, helped you set up your new computer, and walked you through how the company worked. You gave birth to the business, and just like when having a baby, there was no "instruction manual."

But now you are hiring salespeople to your team, and how you onboard them could set the tone for your entire relationship. That new employee's first day will leave an impression in their mind, positive or negative. Were they greeted when they first walked in?

Did someone take them to the training room or other area to handle their initial paperwork? Were they given a tour of the office and introduced to people whose names they won't remember (but it's the thought that counts—that they are being included)? Was there a plan for their first day? Their first week? Did they know what to do at lunch time—was lunch provided? Are you taking them out to lunch? Are they on their own, with some guidance?

I have seen so many onboarding scenarios. Some are so terrible I feel bad for the newly hired salesperson. Imagine if you were a kid who transferred to a new school in the middle of the year. Now imagine the worst-case scenario for that first day—you didn't know where to go; the people in the office ignored you, then handed you a schedule and told you to find your class on your own; when you got to the first class, the teacher ignored you and you didn't know where to sit while the rest of the class stared at or ignored you. When lunch came, you had no idea where to go, and you didn't bring lunch because you thought you would just buy lunch, but it turns out you weren't set up in the system, so you didn't get to eat. At the end of that first day, the final bell rang, it was over, and you didn't really know where to go to catch your bus, so you missed it. You just wanted to get home. Oh, and after this first day, you're not sure you want to go back for day two!

That is basically how I have seen so many companies onboard people. The owner/leader/manager has completely forgotten what it was like to be a new employee on that first day—to be nervous, anxious, a little scared, without an idea of what will happen or what to do, and just hoping for guidance. It might sound like I am trying to be dramatic, but it is so true when you step back and look at it through the eyes of that newly hired employee.

All right, now that you potentially feel bad for throwing your new employee into a blackhole on their first day, let's cover some ways to set them up for success.

The first step, similar to all the other areas, is to develop a plan and system for onboarding. What would a successful onboarding look like? More importantly, what would it feel like from the new employee's standpoint? If they were arriving at a five-star restaurant for their dinner reservation, how would that go, look, and feel? We have all had great experiences showing up and dining at a nice restaurant. And I am sure we have all had experiences that fall short of our expectations. Build that five-star restaurant experience for new hires on their first day at your company.

I have put together a question/checklist to go through for covering all the possible onboarding items to consider. Click here to get the free checklist.

Things to include are where they will go. (Do you have an office entrance, or multiple entrances?) Don't assume they know where to go on that first day, even if they have been to your office for interviews. Who will they ask for? Who will greet them? What will that person instruct them to do? Do they need to fill out paperwork? Speak to HR?

Once that part is done, then what? Does training begin? Who will do the training? Where will this occur? What specific room/location? Does that spot need to be reserved for your new hire training (if it's a space that is used by others)? What technology do you need for that first day, for your trainer and for your new hire? Has the technology been set up? What application access do they need on their first day/week (items like email, calendar, CRM, communication tools, portals, etc.)? Has that been set up?

What does the employee need to do before their first day? Forms, application, insurance, background check, etc.? When does that need to be done by? Who will send the request to them? Who is responsible for scheduling their start date and time? Do they need a written job offer before starting to review and sign (or will they get it on their first day)? Who will put together the job offer and send it to them if applicable?

On their first day, who will be primarily responsible for them, or their point of contact for questions and issues? Questions such as, who will take them to training, who will ensure they take breaks, who will give them instructions for lunch, and at the end of the day, who will give them instructions for the following day? Sometimes that is the trainer, but not always. (At times, I have seen the trainer be that person by default, but without any actual guidance on what they should be instructing the new hire about.)

Are they clocking in or tracking their time somewhere? If they aren't entered into the payroll system with access prior to day one, how will their time be tracked? Who will they turn that in to, if necessary? Do they need access to the building via key/fob/code? What do they do prior to getting secured access? Who will issue the key/fob/code?

What are the instructions for day two? Day three? The rest of week one? Week two?

Many times, an organization or leader plans the first day but then not much after that.

Remember, you never get a second chance to make a first impression, and that impression is set during the new hire's first month, or maybe first week, and very possibly even their first day.

One final critical element of onboarding a new member of your company's family is making them aware of your corporate culture, with the long-term goal of instilling it in them. Your culture centers around your mission, vision, and core values. Most new/young/early-stage organizations do not have a clearly defined mission statement, vision statement, and core values. If you have them, great! If you don't have them written out, they are still there. They come out in how you (the founder) speak, how you treat your employees, how you treat your customers, and where you see the company going long term. Your team will pick up on those items, whether or not they are plastered on the office wall.

When your new hire starts, hopefully you have your corporate culture items documented and laid out. The key is to share these with them on their first day so they understand what they have become a part of. This will become very important long-term because the stronger your culture and everyone's buy-in, the more willing they will be to face challenges, overcome adversities, and tolerate change. [Side note: If you have team members who aren't good at any of those, it's because they aren't fully on board with your mission, vision, and values. Or they don't know what those are or why they should care about them.]

All right...you have hired the right person for your team, they have started with the company, and you have made them feel comfortable and set the best first impression. Now it's time to train them.

9. TRAINING

Training might be the part of hiring a new salesperson that feels the most overwhelming to a business owner. Just the thought of stopping everything they have to do to teach this new hire everything they need to know feels daunting and impossible. Most business owners already feel underwater with everything that needs to be done or fear they will miss out on opportunities by not focusing on their usual tasks.

Even if you hired someone who sold exactly what you offer, there would still be unique ways you handle marketing, conversations, processing sales, and fulfilling client orders to teach them. There is no “perfect” person you can hire, hand the role and responsibilities to, and walk away from without giving any training. Yet that is what a lot of floundering founders do.

I know it's tough, especially starting from having no training program, but it is critical that you create the best training program you can with your time and resources. It doesn't have to be perfect and complete. Just focus on "better than nothing," especially if it's your first few new salespeople. Yes, of course, long term you want a bullet-proof training program that will yield consistently effective salespeople for your team. But that takes time and resources to develop. For now, we need something instead of nothing.

What do you need to include in this training program? You want to help your news salespeople with understanding your company's culture, product, problem, market, process, and skills. Let's look at each of these in more detail.

CULTURE

Even if you don't think you have a company culture—maybe you don't have a written mission and vision statement, with core values on the wall—you still have a company culture, even by default. That culture likely boils down to what Seth Godin says, "People like us do things like this." What do you believe about the company, customers, and world? Where have you come from to get here, and where are you going? You want to make sure to impart that to your new team members.

Hiring new salespeople (or anyone for your company) could be the trigger for taking some time to document what your mission, vision, and core values are, as well as outlining what the culture is that you have created and want to maintain. The earlier and more solid you can do this, the more your culture will be created by intentional design. What you will want to avoid is not defining these things, hiring new people, and letting them dictate (intentionally and/or unintentionally) what your company will feel like to the team and customers.

PRODUCT

The product is what you sell. What does it do? How does it work? Don't assume that a new hire will understand your product without guidance and information. Remember, you have been living, breathing, eating, sleeping, and worrying over your product and company, most likely for years. You know it like the back of your hand. They don't. Many founders I see forget that new people aren't living and breathing the product and just assume everyone will know all they need to know to sell it.

Now, there is one thing to be aware of when building this part of the training, and really all the parts—that your new employee is starting at nearly zero information/knowledge. A balance needs to be found between how much to share with a new team member and how much to provide them as they become more familiar with the role. Most founders have forgotten what it is like to be a new employee at a company; they may not have been one for a long, long time (especially since most founders I have met were doing a certain job for a while, knew it really well, and then decided to start their own company doing that thing). Being new and in training is like drinking from a fire hose of information. Some information might actually get in and stick, but most will just blow past them and not be retained.

PROBLEM

The problem has to do with why someone would want your product. What problem does it solve? What goal does it help achieve? Why would anyone other than you and the people you pay care about it? One common mistake among founders who have fallen in love with their product is they assume everyone will want it—that everyone has the problem they solve. In reality, there is a specific person that your product solves a specific problem for. Make sure your new hires understand that so they can be on the lookout for them.

MARKET

The market is who you are addressing with your product. Some industries refer to it as the TAM (Total Addressable Market). More accurately, what you want to provide your new salespeople with is the avatar/persona of whom your ideal customer is. You want to provide your team with as many details as possible.

PROCESS

The process part of your training is your sales process—how your team will strategically and consistently move leads into prospective customers, then into qualified customers, and ultimately, being customers. For you, the founder/creator/business leader, the process comes naturally. You might not even have a set process. Maybe you just follow your instincts and have conversations about your product. The passion you have, based on the process of creating what you have, and your title will result in sales, even without a process.

Your new hires do not have either of those things, so they need a process. Many founders do not build or train their team on a sales process, hoping or assuming they will know what to do on their own. As we covered earlier in this book, build that process first. Then train them on it. And it's not just about showing it to them or walking them through it. It's about providing all the supporting documents and tools to go with that sales process.

SKILLS

Lastly, and the part that business owners do not focus enough on during new hire training, is the ideal sales skills needed for the position. The assumption is that you have hired someone who "knows how to sell." But as we covered earlier, depending on which type of salesperson you hire, the person will need some level of sales skills development. The key is never to assume they know and will use the same sales techniques you feel are effective when persuading your ideal prospects to become your ideal customers.

What types of sales skills should you help them develop? Include opening conversations, building rapport, asking questions, active listening, product demonstration, providing customized recommendations, consultative and assumptive closes, how to sell like a professional, closing the sale, setting proper expectations, transitions between sections of the sales conversation, and follow-up calls and voicemails.

Again, don't assume you can hire the *perfect* salesperson who will come to you with a full toolbox and the mastery to know how to use those tools to fix your revenue issue. That person does exist, but most of the time, they still won't be the right fit and, even more accurately, generally founders cannot afford what they want to get paid.

Now, let's chat about how long training should be. Make it long enough that they know what to do when they start to interact with your prospects. How much will they need to know during a call or meeting with someone who might be interested in buying from your company? For some companies and industries, it could be a few hours; for others, it could be months of classroom training to build up the areas we just covered.

There is no general rule I can provide other than sharing that even with the best of intentions and an amazing training program and trainer, your new hire will not remember all of it (or even most of it). This will frustrate you. You will think you made the wrong choice when you hear them with a prospect sounding like they forgot everything they were taught. That is normal. Practice is nice, but it usually goes out the window as soon as things get *real*. Spending time at the shooting range won't fully prepare someone for being in a gunfight and getting shot at. And that is what your training is like—a shooting range. Then they get on a call with a real prospective customer, despite all your role playing, and revert back to what they know instinctively—which could be very little.

And that is okay. The important part is what you provide in training and then what expectations you have in a live-fire environment. The first time I trained new sales hires, I wanted them to know a lot. We did four days of classroom training, from lectures to role playing, to role playing over the phone where experienced sales reps acted like prospective customers. Based on how well they did, I figured they were ready. After some reviewing the morning of day five, they made calls that afternoon. It wasn't until I watched several different cohorts of new hires that I realized they had forgotten everything we had covered.

Then I decided to make it a two-day training. Classroom, role playing, getting used to the CRM/data entry system. And then I threw them into calls. You can talk about the theory of how to swim, show someone videos of people swimming, and practice swimming strokes in the air, but at some point, you have to throw them into the water. What I found worked best was to teach them some things, throw them into the deep end, and be right next to them to keep them afloat. As soon as my reps would go live on the phones, I was standing right behind them, headset tuned in to listen to their calls, and I would help with what to say and what to do through the process. They made all the mistakes previous groups did, but we saved hours of training, and they learned on the job, under fire, while trying not to drown. And that helped them learn the best.

When it comes to the timing of your training, it will depend on your business and sales process, as well as the knowledge needed to have intelligent conversations with potential clients. The key is to find that balance between *classroom* training and *on-the-job* experience. Just make sure you have resources available to support them when they are thrown into the pool to keep them from drowning until they learn to swim on their own.

“But Jason,” you might be saying, “I don’t have a training program, and I don’t have time to build one. This sounds like a lot of effort, and I just need people to start selling.”

If that is where you are at, I totally understand it. My best suggestion if that is your current situation and mindset is to set the proper expectations during the hiring and onboarding process. Let your new hire know the reality of your training program (that it doesn’t exist). Explain that you will be having them shadow you until it’s time for them to start speaking with prospects on their own. Also share with them that the plan is for them to be a part of building the training around what you provide to them while getting them up to speed. If you set the right expectation and they agree to be a part of it, they won’t be surprised/upset by the lack of structure. It’s all about expectation setting.

Lastly on the topic of training, let’s talk about what type of training you need to do based on the type of new hire you bring on board. Understand that the newbie salesperson you want to mold like clay into your culture and sales process needs a lot more training on the skill and art of selling effectively.

Add to that the product and industry knowledge they will need to know and they have a lot of information to absorb, so they are bound to make many mistakes and miss many opportunities while speaking with prospects. You need to focus on being patient and understanding they will truly be trying to drink from a fire hose.

For the experienced salesperson you hired with the belief that all their experience and skills will help them hit the ground running, your sales training process needs to focus on your product and its value, benefits, and downsides (yes…every product has a tradeoff of positives and what could be perceived as negatives). You will want to train them on your company culture, mission, and core values. Don't assume that since they know how to sell, they will just do it the way you think is right. It could also be important to provide them with training on which sales tactics and techniques work best when selling your product. Just because someone has a garage full of tools doesn't mean you want them to fix your broken phone with a sledgehammer. The key is knowing which tool to use for a particular job and why. I have seen so many "veteran" salespeople who think everyone's problem/situation is a nail that needs a hammer…or a nuclear bomb.

The entrepreneurial-minded new hire will want to know everything and anything. They will be a sponge because they love the idea of business, whether they plan to go out on their own or their mind just works that way. The key is to understand that in their mind, since they are focused on entrepreneurial ventures, they are torn between wanting to learn and thinking they know more than you and could "do better" themselves. Sometimes they are hard to control and keep within your system, if you have one. The beneficial part is if you do not have a sales system/process/operation, they will *figure it out* on their own, looking for ways to be successful. They will come up with their own templates, their own way of doing things, and their own style of sales. Be careful because it might not be what you want or a good representation of your company brand. Be prepared for them to ask you lots of questions and to question everything you are doing. Expect them to start a lot of things and move in countless directions chasing *shiny objects*—solutions to challenges and ways to win. They will probably hit you up with constant requests to buy the latest sales enablement tool or to try out a new marketing source they got from someone, read about in a book, or heard about on a podcast. Again, all these traits are powerful when you understand and harness them, especially in a scenario where you want someone else (other than hiring a consultant) to help you find the best path for a scalable sales process.

But just remember, they will push the boundaries, and then at some point, you won't be able to pay them as much as they think they could make if they were *running their own business*, so they will leave. Or you will get so frustrated with what seems like a lack of compliance with your requests or respect for what you have built that you need to let them go.

Lastly, we have the newbie salesperson. For training, they need *everything* from how to talk to people, ask questions, and move a conversation—basically, how to persuade and sell—to understanding everything about your business and industry, why your customers actually want what you offer, and where the value is (this newbie type rep typically has very little real world, business experience, so they might not have a clue what your customers are dealing with or what your solution does for them). Be prepared to have to tell and show them everything. They will require a lot of your time and energy. As I mentioned earlier, the challenge will come in your not having endless time and patience to help this little baby bird grow up and someday leave the nest. You are trying to keep your developing, growing ship going. If you don't already have a fully built training program in place, you will watch this type of salesperson sit around, lost and unable to do anything, while you try to build the parachute on the way down.

A FINAL NOTE: NOW WHAT?

So, that was a lot of content—strategies, mindsets, ideas, and tactics. Twelve-thousand-plus words worth, in fact. Maybe you were hoping for an *easy* blueprint for starting your sales team. Or maybe you wanted to add to what you have tried before with a sales team that didn't "make it" long enough to succeed.

Now what? Just like any content you consume, put it into action. This book was laid out in order of priority for what you have to do. Some things you can do concurrently (like recruiting and building your training program). Others you must do in specific orders (please don't start recruiting until you know what type of salesperson you want to hire and have a compensation plan in place).

What I didn't cover is what happens after you get your new hires in the sales seat and put them through training. Then comes the real world challenges of supporting them on developing the skills you want, helping them close their first sales, keeping them motivated when they struggle or when that *done deal* changes their mind, pulling them out of sales slumps, holding them accountable to their follow-up calls, managing their pipeline, feeding their pipeline, and what technology to have in place to help you manage them toward a profitable level of selling effectiveness. Enough topics to fill a few more ebooks, for sure.

Remember, Rome wasn't built in a day. But it was built. And it was impressive. And the Romans had a plan when they built it. If you want an impressive, scalable sales machine to get your product out to the customers you want to help and leave better than you found them, then it will take creating a plan and executing on it each day.

As with anything you want to succeed at that is new to you or requires new skills, talents, and/or abilities, make sure to enlist guidance as soon as you can. Reading a book on how to play golf is good. Going out and swinging clubs at balls on the driving range is better. Getting a coach to provide guidance and feedback is better still. If you are reading this, it's because you have built something—your company is founded around the thing you are great at creating. If you haven't created a scalable sales team before, get a coach, mentor, or guide. The financial and opportunity costs of getting it wrong could potentially undo everything you have built to this point.

ABOUT ME

"Guiding Authentic Salespeople"

That is my response to how I help companies/people.

To understand why that matters to me, you have to understand my background. I am the product of two fantastic, loving and analytical parents (mom = banker/finance, dad = engineer/project management) who taught me to despise salespeople. Despite having a bachelor's degree in Marine Biology – tagging sharks for a few years (yes – I chose sharks over people...that should tell you something!), working in tech support and government contracting roles, and not getting my first official sales job until I was 27, I still didn't think I wanted to be in sales. I thought I was just helping people.

From mortgages, to helping people avoid foreclosure, to running call centers to help people with their credit card debt and with student loans, it's always been about scalable sales operations, systems, and training to help salespeople enroll successfully.

I started consulting in the beginning of 2019 with the goal of helping companies improve their sales operations. In 2020 I published my first book, *Selling With Authentic Persuasion: Transform from Order Taker to Quota Breaker*, which was the organization of 18+ years of sales and sales leadership, and the philosophy I have around what it means to be a sales professional. I have worked with thousands of salespeople, across dozens of industries, and even multiple countries – helping then find the perfect balance between old-school-gross selling and being a nice-friendly-order-taker = being a sales professional.

Starting in the fall of 2022, *Selling With Authentic Persuasion* has even become the required course textbook/curriculum for Utah State University's ProSales course, helping shift the way sales is being done by the future of sales professionals.

I have published two more books: *Reasons NOT To Focus On The Sales Experience* and *Voices For Leadership V1* (Contributing author), host of the Authentic Persuasion Show podcast, have appeared on hundreds of other podcasts, am a professional speaker, consultant and sales and leadership trainer.

If you would like more information about me, the transformational work that I do, more of my books, and how to hire me to advise your company, train your team, or speak at your event – go to my main website/hub, email or call me:

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