



THE FIRST NINETY DAYS.

HOW TO GET YOUR NEW HIRES
PRODUCING FAST.

30 PAGES OF EXPERT ADVICE, TIPS AND
LESSONS LEARNED.

The First Ninety Days: How to Get Your New Sales Hires Producing Fast

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INTRODUCTION

WANT TO KNOW HOW TO GET YOUR NEW REPS PRODUCING FAST?

Just read on

Most companies take months or even years to determine whether a new hire is successful, but often all the evidence needed to indicate whether a rep is a keeper or not exists in the rep's first 90 days on the job.

What happens in this critical timeframe will usually dictate the success or failure of the new rep, so after investing a great deal of time and effort to find a new sales hire, it is vitally important to make sure they not only develop, but begin producing as quickly as possible.

This guide discusses the key things a sales manager can do in the first 90 days of hiring a new rep to make sure they quickly start producing results. We hope you find it useful.

Peak Sales Recruiting

DAY 1:

Introductions and Mentoring

WELCOME ABOARD!

The first day for your new sales representative is the most critical. You need to set the stage for success by setting the tone and making available the necessary tools and resources that they will use to achieve success.

Introduce the team

Introduce the new sales hire to your internal support team. Pick key members of the existing team to take the new hire out to lunch so they get to understand the culture of the team.

Assign a technical mentor

Teaching new hires how to navigate through your data systems will make them more productive. Make sure they have access to essential equipment, including computers, phones and critical systems.

Assign a business mentor

This may be yourself or one of the more experienced sales rep on the team to help the new hire adapt to your sales organization. This person will work with the rep to develop the rep's effectiveness in the field.

Management Tip – Have the new hire group any questions together and provide a schedule for meeting throughout the day. This eliminates the new hire from forming the bad habit of knocking on your door every 10 minutes for help.

Set objectives for the first week

Typical objectives include learning about the product or service, doing a demonstration and completing a 30, 60 and 90 day action plan.



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DAY 1:

Setting Expectations & Goals

Set the Plan

Set expectations on when and how you are going to meet and how you will assist the new sales hire in meeting their objectives.

For the first month, we recommend meeting the new hire first thing in the morning and also at the end of the day. At the morning meeting, ensure they are doing the right things and that they are coming to work with a plan. The end of the day meeting ensures that they achieved what they set out to do.

Although some may view these meetings as “micro-management”, they are not. These meetings simply ensure the new hire is giving themselves every chance to succeed.

Agree on Expectations & Goals

Take the time to explain to the new sales person what you expect during the first 30, 60 and 90 days. Make sure that they understand and agree on this plan and that they know how much guidance they can expect from you.

Be specific about number of calls, meetings, leads and sales you expect.

Management Tip - This is where many managers run into a problem. If you expect the new hire to be on the phone making 100 calls a day, but you never tell them, then they will devise a plan that they think will garner them success. Their plan may or may not work because they don't have the experience that you have. Based on your knowledge of the business, provide guidance as to what you think the next 30, 60 and 90 days will look like.

WEEK 1:

Orientation & Training

Setting The Stage For Success

As a sales manager you want your new sales rep to be out in the field producing as soon as possible. At the same time, you don't want them to burn through leads simply because they don't have a clear understanding of their product line.

General Orientation:

Provide company orientation, including values, history, department information and more.

Key Aspects of Selling:

Train the new rep on key aspects of selling in your market. Discuss sales approach, your customers, the market, current trends and the competition.

Forecasting:

Take time to walk through forecasting methodologies and systems. Not only will you ensure the new hire knows the standards surrounding these systems, but also your specific views regarding forecasting.

Management Tip - The amount of guidance required here will vary based on experience level of the sales rep, but don't be afraid to have this discussion with senior reps even if they have experience in your industry. This is your time to emphasize your company's unique brand and approach to the market.

Product Training:

Provide product and service demonstrations to aid in the learning process. If possible, make these demonstrations live. The more your new hire knows about the products they are selling, the more sales objections they will be able to overcome and the more sales they will close.

Call Shadow:

New sales representatives perform better in the long run when they have the opportunity to see an experienced sales rep conduct a few sales calls. Have the new hire listen to several live sales calls performed by someone on your team who excels in this area and is a model representative for your company. This will allow the new sales rep to see how prospects and customers react to your product or service, as well as how objections are handled.

Presentation Shadow:

Now that the new rep has an understanding of the product, they need to understand how your business presents it to prospective clients.

Take the new rep on tours of customer sites and provide introductions to key customers. Have the new sales representative shadow another rep while they present to a number of potential clients. Having the new rep listen, watch and learn as another team member interacts with a client allows you to properly demonstrate how your team presents your solution.

WEEK 1:

End of Week Review

Create 30-60-90 day action plan.

Based on input and knowledge gained in the first week, have the new hire put together their expectations and objectives for 30, 60 and 90 days. These objectives could include plans, deals, leads and pipelines of qualified opportunities, as well as MBO's such as meetings, campaigns and calls.

When done correctly, this action plan will provide a clear roadmap for the new rep to achieve their goals and expectations.

Take the time to review each action on the plan to ensure they echo what you have discussed during this first week. Developing a successful plan will keep the new sales rep on course.

Review accomplishments made in the first week.

Regardless of how senior or junior a rep may be, it is vitally important to touch base with your new sales rep to get a sense of how well they are molding into your team.

Be sure to ask them what they have learned and what additional assistance they need at this time.

The information you learn today will help you coach them during the next few weeks.

“

*How can you
expect a sales
rep to succeed if
they don't have a
plan?*

”

WEEK 2:

Coaching to Success

Territory Review:

Make sure you review the territory personally with each new sales rep so that you are convinced that they know their territory. Provide the new rep with territory plans and all the critical data that is associated with that territory.

Daily Meetings:

Daily meetings continue to occur twice a day. The morning meeting ensures the new hire is setting objectives for the day and the afternoon meeting is to ensure they are achieving those objectives. This gives you the opportunity to discuss your new rep's progress so that there are no surprises as to their performance, or lack thereof. It also provides them the opportunity to learn what they need to do to achieve their goals and objectives.

Targeting Prospects

Now is the time for the new sales rep to start identifying prospects. Have them research potential prospects in their territory and assemble a profile. They need to utilize all tools and information available, including those online, in order to learn everything they can about their prospects. The more information they have, the more accurate their targeting will be.

At the end of this process, they should have produced a call list for the next 30 to 90 days.

Management Tip - When a new sales rep makes the mistake of calling on a client in someone else's territory, this triggers one of the most frustrating issues for both sales managers and reps.

Management Note - The goal of this step is to ensure the new hire is pointed in the right direction and have a plan to succeed. Do they have conviction as to who they are pursuing and why the target prospects need to engage?

WEEK 2:

Coaching with Role Plays

Role Play:

Even if your new sales rep is a seasoned pro, you still need to be sure that they have a thorough understanding of your product and/or service.

Throughout the week, have the individual present in-person or via webinar to someone on your team who resembles your typical buyer.

This role play is critical as the new sales rep is representing your brand and the quicker they can do this properly, the quicker you will see results. Repeat this role playing daily, if required.

Role plays take time, but they are invaluable to reducing sales rep ramp-up time.

Call Shadow:

Listen in on calls made by new sales reps during this week. This gives you the opportunity to understand how they present the product to the client. If they find this action threatening or awkward, explain to them that you are using this opportunity to help them be more successful and to provide ample encouragement. Your feedback is crucial in order for them to improve their weaknesses and exploit their strengths.

Management Tip - More often than not, the assumption is made that senior reps have all the skills and tools to be successful and do not need to participate in role playing. This is a mistake. All professionals need guidance to be successful, so we recommend you do not assume anything and help your rep develop the specific skills that apply to your business.

WEEK 2:

Grading

Grading:

At the end of the week, grade the new hire on how they did against your expectations as well as their own expectations.

Areas to review include:

- Did the sales rep achieve what they said they would achieve on a daily basis?
- Did the sales rep achieve what you wanted them to achieve according to the weeks plan?

This review will provide you with a clear indication as to whether or not progress is being made and which areas need improvement.



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WEEK 3:

Continue Coaching to
Success

Repetition works:

Now that momentum is starting to build and your new sales rep is making appointments it is important to continue with the same routine during this pivotal period.

Role Play:

Role playing with your new sales rep helps them practice their selling skills and makes them feel more comfortable in front of prospects. The more your sales reps practice, the better they will become. This usually translates into more sales.

Call Shadow:

Continue to closely monitor the rep's performance by making joint sales calls and letting them handle the sales call. If you notice that your rep starts to have difficulty in an area, jump in and use it as a teaching opportunity during your daily debriefing.

If your sales rep is comfortable and doing well, you may be able to lessen the amount of role playing and call shadowing in a particular week, however, if they are still having difficulties then continue these activities until they get it right.

Daily Meeting:

Be sure to meet with your new sales rep at the beginning and end of each day this week. Continue to assess their ability to define their daily objectives and their ability to achieve them.

WEEK 4:

Review Action Plan

Revisit 30-60-90 Day Action Plan:

During this week you will want to carve out time in your schedule to review the action plan with your new hire.

You want to be sure that the individual's action plan is both relevant and attainable. It is important that you can hold them accountable by setting clear and measurable goals. Measurable goals can include numbers, timelines and expected outcomes. These goals can be adjusted as needed, however, ensure that there is still buy-in by all parties.

Weekly Incentive:

Many sales managers challenge their new hires with a weekly incentive. The goal (or goals) needs to be specific so the new rep has control over the outcome. An example of a meaningful incentive could be a free lunch for the entire team if the new rep books 10 meetings per week. This is an effective way to motivate new reps and create team unity.

WEEK 5-8:

Accountability

Attaining Objectives:

In the first thirty days you have been providing your new sales rep with all the tools and resources to be successful at your organization. Now is the time to compare the rep's performance against their 60-day plan. Is the rep accomplishing what you both agreed upon?

Hold them accountable to hard objectives, such as the number of outbound calls per day, demo's booked or potential closed sales.

Daily Meeting:

If things are going well, meeting twice a day will become overkill. You will know when it is time to reduce the frequency of meetings, but we recommend that you still meet once a day. This meeting can occur either at the beginning or the end of the day, depending on the new rep's strengths and weaknesses. For example, if the rep is good at setting daily goals but not as strong at achieving them, then you may want to schedule your meeting at the end of the day to review their daily accomplishments.

These meetings remain critical because they allow you to grade behavior and activities, provide constructive feedback and ensure goals are being met. This time also allows you to proactively address any issues that arise.

Management Tip - Holding sales reps accountable for meeting established objectives is the best way to achieve the desired results.

WEEK 9-12:

Performance in Action

Performance:

You hired your new sales rep with the expectation that they are going to perform for you. Now its time to measure the results of their performance in action. Are they meeting your expectation?

Weekly Meeting:

Continue to meet with your new sales rep once a week. This weekly meeting provides an opportunity to discuss the pipeline, objectives for the week and forecasts.

Evaluate their First 90 Days

You have been monitoring their actions for the last 8 weeks. Spend the time reviewing how they did in their first 90 days. Compare results against their 90-day plan to see if they forecast with accuracy. Hold them accountable to weekly sales goals and objectives. How do they measure up?

Once the 90 day review is complete, we recommend that you have them put together another 90 day plan or one for the balance of the year plan, if this is more applicable.

Management Tip - If at this point, the sales rep's results levels are low (i.e.: not getting enough appointments, too few sales), they probably are not going to be much better in the future. On the other hand, if your new rep is performing well and hitting their numbers, this will most likely continue as long as you keep holding them accountable.

Final Thoughts

Sales Rep Obligations

Though the majority of this guide has focused on your responsibilities toward the new sales rep, if they are to achieve optimal production quickly, the rep themselves have the following obligations:

- Develop relationships with the internal support team
- Create the territory and strategic account plans
- Network with customers to understand why and how they buy
- Practice presenting on their own
- Develop required selling skills
- Spend time researching the market, customers, trends and becoming a subject matter expert
- Meet with prospects and advance opportunities
- Speak with partners to learn about how they can help each other and to gather market intelligence
- Ask for help from their manager and peers where necessary
- Ask for constructive feedback wherever possible
- Learn the value proposition for products or services and be able to explain value in 30 seconds or make a 30 minute presentation

If they are not willing or unable to meet these obligations, then all efforts to make them successful you exercise will likely be in vain. On the other hand, if the new rep embraces these obligations eagerly and leverages all the help and guidance you are providing, there is a high chance that you both will be very happy with the results.

To your success!

The First Ninety Days Sales Manager's Cheat Sheet for Getting New Sales Hires Producing Fast

Day 1 – Introductions, Mentoring and Setting Expectations

Introduce the team

Assign a Technical Mentor

Assign a Business Mentor

Set Objectives for the First Week

Set Overall Expectations & Goals

Agree on Expectations & Goals

Week 1 – Orientation and Training

General Orientation

Key Aspects of Selling

Review Forecasting Approach

Product Training

Call Shadowing

Presentation Shadowing

Week 2 – Coaching and Grading

Territory Review

Daily Meetings

Targeting Prospects

Role Plays

Call Shadowing

Grading

Week 3 – Coaching to Success

Repetition

Role Plays

Call Shadowing

Daily Meetings

Week 4 – Review Action Plan

Revisit 30-60-90 Day Action Plan

Weekly Incentives

Week 5-8 – Accountability

Attaining Objectives

Daily Meetings

Weeks 9-12: Performance in Action

Weekly Meetings

Evaluate their First 90 Days

About Peak Sales Recruiting

Peak Sales Recruiting focuses exclusively on finding sales superstars (“Peak Performers”) for our customers. For help finding and hiring top sales performers, please visit

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