

## Sales Compliance...Getting them (you) to do what's good for you

One of the big issues I hear (a lot) is the complaint from sales managers that sounds a lot like this: They just won't do what I ask them to do. The "them" here refers to legions of salespeople who just aren't interested in doing anything that sales management wants them to do.

Part of the problem has a lot to do with the way salespeople are. I went into sales specifically because I did not want a "real" job where I had a boss standing over me all day. Anyone else out there like that?

Part of the problem also involves the way things are presented. I've been guilty of this one myself. I really believe that a professional salesperson should have sales calls set up in advance before the week starts. (Sounds simple enough, right?) Probably most sales pros would acknowledge that this is true (at some level at least). And I often ask to see a list of these calls. (Reasonable, right?) And when one of the salespeople asks me why I want to see the calls, I often explain something that sounds like one of the following:

Because I said so

Because I need it

Because my boss told me to ask for it

None of these really work and it's because when we want something, we need to remember that we should start, at least, by selling the value to the individual. Or the premier question of all time: WIIFM? What's in it for me? If you can't answer that question, you have almost no chance of real compliance.

One of the concepts I use (and you will hear more later) is pretty simple. I begin by asking each individual if they are happy with their sales results. (How many of your salespeople will look you in the eye and say that they are? **This is a different problem if they do—especially if you do not agree but that's another topic for another day.**)

Most of them will acknowledge that they want different results and if they do, you can now start a really good conversation based on the following:

If you want different results, you have to do different things. Or to put it another way, it's insanity to do the **same** things and **expect** different results. In fact, in a changing world, you might even need to do something differently if you want the same results you always got. Anyone seen any of that lately?

So, if you want a different result, you now have to look at life in the following way:

What will you:

Stop?

Start?

Do more?

Do better?

**Stop:** Something you are doing now that is not getting you what you want.

**Start:** Doing something differently to get different results.

**Do more:** Of something that you are doing—just not enough.

**Do better:** At something you are doing often enough—just not well enough.

As a manager, you have to work on this philosophy and connect the dots between the following:

Results you are currently getting

Activities you are currently doing

Different results desired

Different activities (that are likely to produce the desired results)

You can see that you need to understand some basic psychology to be a good sales manager. And since you had to be crazy to go into this profession in the first place (I know), there may be little hope—but it's a straw we have to grasp—because it's our job to make it better—not report on how bad it is.

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