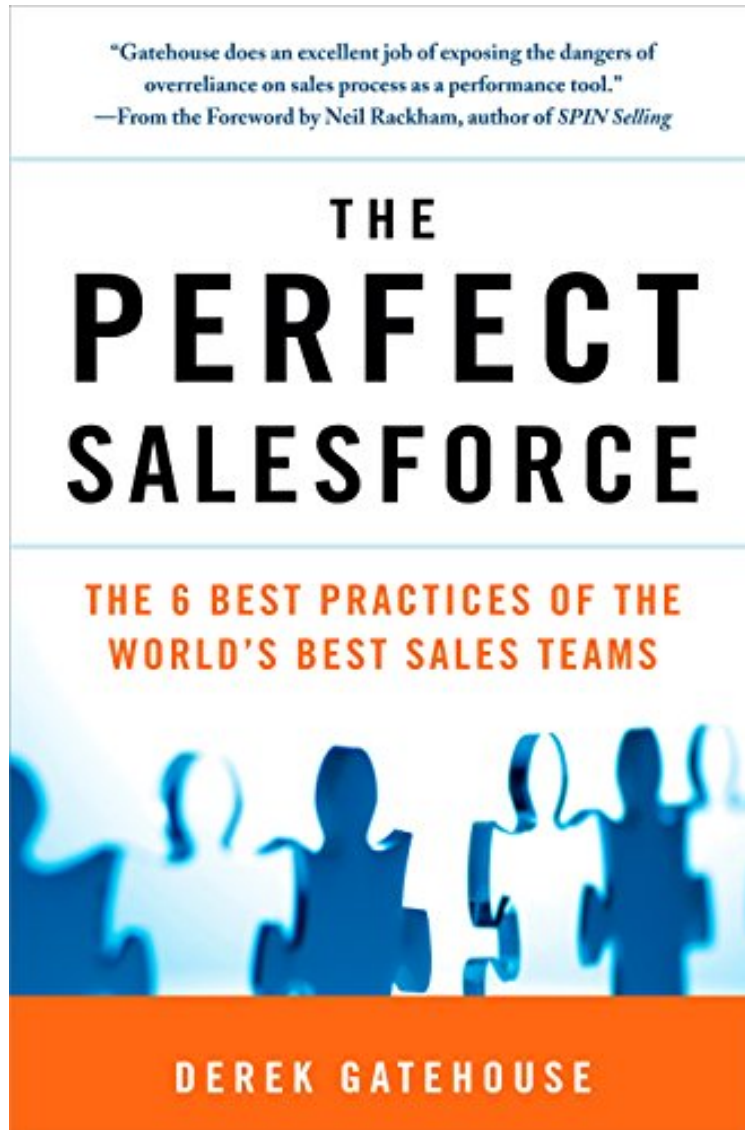


[Read free] The Perfect SalesForce: The 6 Best Practices of the World's Best Sales Teams

# The Perfect SalesForce: The 6 Best Practices of the World's Best Sales Teams

*Derek Gatehouse*

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**Derek Gatehouse : The Perfect SalesForce: The 6 Best Practices of the World's Best Sales Teams** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Perfect SalesForce: The 6 Best Practices of the World's Best Sales Teams:

2 of 2 people found the following review helpful. Controversial idea - talents matter more than process, or the managerBy CustomerI found "The Perfect Salesforce" to be an excellent book. However I think you're going to love it or hate it based on your opinion of talent vs. training, the born or made argument that has raged forever. Derek

Gatehouse clearly falls on the "born" side of the argument, supported by such luminaries as Gallup Research, Marcus Buckingham, and Tom Rath. Read "Now, Discover Your Strengths" or "Strengthfinder" for example. "Gallup found unequivocally that selling is a natural-born talent." Derek starts the book by asking provocative questions, such as "why is it that diverse heavy-hitting sales people have such different personality, selling styles and methodologies?" Why is it that "over a billion dollars is spent every year for sales training in the United States alone, and every study on the topic suggests that 80 percent of those companies will realize no sustained increase in performance. The answer, according to "The Perfect Salesforce" lies in the person and their talents, not the system, company, process or training of a salesforce. Or as Derek puts it "instead of trying to teach a dog how to behave like a cat, you will have much more success finding more cats." The contents of this book has been exhaustively outlined by other reviewers, so I won't be redundant here. Even if you disagree with the premise of "born not made" EVERY book on sales management agrees that the fundamental and most important aspect of creating and managing a successful salesforce lies in hiring the right people. To that end "The Perfect Salesforce" is a great tool and resource. "A top-performing sales force is 100 percent about leading and influencing other people, about getting all the salespeople doing what you want them to do, at consistently high levels of performance." Without talent no team can win and no amount of leading, influencing, and training can overcome minor league talent. There is a reason champion sports teams hire the Michael Jordons of the world. I know this isn't PC and challenges conventional thought. Perhaps it even threatens the ego of managers who think it is their amazing personality and skill sets that results in a winning scorecard. Putting aside cherished beliefs and ego, "The Perfect Salesforce" is a realistic approach and management practice set to achieve success with a sales force. Everyone has different talents. How do you match them to the right sale job? The right team? The right situation or the right sales stage? How do you hire talent? How do you reward and keep top talent - because believe me keeping those folks is very different than compensating B-players. How do you manage and influence people who are already at the top of the game? "The Perfect Salesforce" addresses all of those questions and more. You don't have to agree with everything but even the most experienced person (I've been in sales. lead teams and done sales training for almost 30 years) will get real value from this read. "The talents that make someone great at selling actually have nothing whatsoever to do with the talents that make a great prospector. And the talents that make a dynamite prospector have little to do with ongoing customer service. From a perspective of the talent sets needed, these are actually very different jobs, and yet most companies mix all of these duties into one great category called "sales." "A top performer is natural talent operating under specific conditions [your job to create and match by the way]...Make no mistake. The conditions are as important as natural talent." So much for the criticisms that born negates the need for management. More contrarian (but spot on) advice: "quotas should not be used to attempt to increase salespeople's performance...this actually sabotages performance." Niel Rackham (SPIN Selling) perhaps the best known and most illustrious sales expert in the country shared a story that his first publisher cancelled his contract because his findings conflicted with "generally accepted sales ideas." That may also be true of this book. While you certainly need more resources than "The Perfect Salesforce" to become a great sales manager and lead a successful team, you won't go wrong by having read, studied and implemented this book.

1 of 1 people found the following review helpful.  
excellent! By Glenn D. Robinson I wish there were more books about sales management and business development that had case studies. This is one of those books that goes over a case study. There are many styles of sales people and this author makes the obvious point of building on the strengths of the individual BD rather than the weakness. The writer goes over 10 traits of hiring BD's that are pretty much spot on. Good book. As with all sales books, this will not make your team of BD's instant top sellers, but it is a reminder and has some excellent ideas." 10 of 10 people found the following review helpful. How to create and then maintain an "autonomous growth machine" By Robert Morris Ignore this book's title. Surely Derek Gatehouse knows that there is no such entity as a "perfect sales force" but indeed there is much of great value to be learned from what the book's subtitle suggests: "the best practices of the world's best sales teams." However, questions immediately arise: Which are they? Who selected them? According to which criteria? How recent was the information when the selections were made? (Note: Most of the companies that Peters and Waterman praise in *In Search of Excellence* no longer meet the criteria by which they were selected and several of them have since been acquired by another company.) Gatehouse shares the results of the Gallup organization's 30-year study of top performance, which includes more than 3,000,000 people thus far. He asserts that people rather than processes process sell, and, that those who are "natural born" sales people will "sell circles around all the rest." How to develop such a sales force? "The only feasible growth system for a sales force, and the only way to build a sales force of top performers, is to learn the language of selling talents. This will let you cast the exact right talents into each stage of your particular sales type, and then gain an understanding of what specific conditions generate autonomous top performance from these gifted sellers." That in the proverbial "nutshell" is what Gatehouse's book is all about: explaining "the formula for a top-producing sales force, one that is made up primarily of those salespeople that sell four times more than all others." This formula takes into full account three separate but interdependent components: "natural-born" sales aptitude, performance enhancement training, and the environment (i.e. "external conditions") in which people sell. With regard to how Gatehouse organizes his material, he introduces the six best practices of "the perfect salesforce" in Chapter 2 and then devotes a separate chapter to each. For example, #1 consists of ten "selling

talents" that Gatehouse examines with rigor and eloquence and #6 consists of best practices in results-based management. In the final chapter, he explains the need for a Perfect Salesforce committee that has only one purpose: to ensure that initiatives "stay on track" as the six best practices are adopted during what amounts to a two-phase process: determination of the changes that need to be made and then the on-going, daily operations. "This latter phase is where companies go off track; everyone is too close to the daily grind to step back and see things objectively. It is here that your committee best serves." Gatehouse then offers a detailed case history of an actual company, Dilan Ink, with which he was closely associated. He explains a four-stage process that begins with an assessment of the current situation and concludes with training. For whom will this book be most valuable? Certainly anyone who serves on a "Perfect Salesforce committee" whose membership should include a C-level executive, someone from HR, the sales manager, at least one top sales performer (preferably more), and the company owner(s), if appropriate. Others who should read this book are those who are sales administrators or aspire to become one. My own rather extensive experience in sales and sales management suggests that most "natural born" sales people, those who "sell circles around all the rest," would rather be selling than reading about others who do...one man's opinion. However, I think CEOs should be among those who read this book because Gatehouse offers some valuable perspectives on how those in the salesforce, out on the proverbial "front line," in active and frequent contact with current and prospective customers, can provide invaluable competitive intelligence, especially about market trends. Gatehouse encourages those who purchase his book to check out a wealth of resources at [...] that include articles, training videos, tools, his daily blog, and a members' forum.

How any company can build an incredibly effective salesforce by learning from the best in the world  
Despite billions spent every year on personality profiling, sales training, motivational experts, coaches, and incentives, there's never been a proven formula for building a salesforce of top performers. Finding such a "holy grail" of sales has been Derek Gatehouse's obsession for decades. To identify what makes a top-producing salesperson—the kind who sells four times more than everyone else—and why some sales teams have a high percentage of top producers, he interviewed more than two thousand executives in many different industries. His findings challenge the conventional wisdom about hiring, training, managing, and rewarding a sales team. Gatehouse has tested virtually every personality assessment tool, sales process, training methodology, and management system available, only to conclude that the vast majority of those systems don't raise performance in a lasting way. Instead, the world's greatest sales teams share six simple but critical practices. For instance, they all: Hire for talent, not skill or even experience Blend positive and negative motivators Measure results instead of micromanaging process The book features dozens of anecdotes and clear lessons for any company seeking dramatic improvement in its sales performance.

About the Author Derek Gatehouse has spent thirty years as a sales rep, sales manager, sales VP, and sales trainer at companies in many different industries. He's currently the CEO of Vendis Inc., a New York-based consulting and training firm. This is his first book.