

Too Much, Too Soon? Are your sales reps overaggressive?

Every sales manager wants good closers. At the same time, warns sales strategist Jill Konrath (*sellingtobigcompanies.com*), you need to be aware of salespeople on your team who are asking for too much too soon — and spoiling good customer relationships along the way. The worst thing about overaggressive salespeople is they have no idea how their actions are perceived, says Konrath.

In her new book *SNAP Selling* (Portfolio, 2010), she dissects the three primary stages of a buying decision: allowing access, assessing the value of changing/buying, and determining who to buy from.

Konrath says nine out of 10 prospects are in the second phase of the buying decision. They're trying to determine if they want to change. The problem results when a salesperson overwhelms a prospect with information on a product or service before that prospect has even determined the value of changing their buying habits.



"That's third-stage behavior. It's way too much information about your offering too quickly," says Konrath. Instead, the focus should be on helping a prospect assess the ROI for moving off the status quo. Salespeople should make sure that a prospect has made the "second decision" before jumping into third-decision behaviors, or they'll suffer the consequences.

Overachievers Need Guidance, Too

Overachievers have the drive, determination, passion and energy needed to move huge projects forward. But they're not like other employees. You need to lead them differently if you want to take advantage of all they have to offer, states BNET's Laurie Sullivan. "To manage overachievers well, you need to understand their personality type and build a relationship on trust, so they know you have their best interest in mind. You also need to watch out for characteristic quirks that can undermine their success."

Overachievers often prefer to work alone, but there are times when collaborating is essential. Roger Matus, co-founder and CEO of InBoxer, an e-mail archiving services provider, recommends building alliances by bringing together an overachiever and another employee to solve a problem. Sharing

techniques will help build respect. Overachievers learn that other team members can have good ideas, and other employees appreciate the chance to be heard.

One method to get an overachiever to participate in a group setting is to ask him or her to mentor another team member and provide feedback. Set guidelines that emphasize positive reinforcement to keep overachievers from becoming too critical. "They have a lot to offer and love being the center of attention, so use it to your advantage," says Douglas May, Vice President of Worldwide Sales at security software firm Bit9.

You can read Laurie Sullivan's full report, "How To Manage Overachievers," by clicking on the link in our "Additional Web Resources" box at SalesForceXP.com.

