

# **Taking Your “B” Player Reps to “A” Player Performance Levels**



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***In a study of global top sales producers, 97% told us that preparation was crucial to their success as a top producer in their industry.***

As sales executives, we all know that your sales team consists of top (“A” players), mid-tier (“B” players), and marginal performers (“C” level). One of the most frequently asked questions is, “What is the secret to moving my “B” players to the “A” level performance?”

*How much more production would a “B” sales rep in your organization drive if he/she were able to leverage and implement the pre-call preparation best practices of your top reps?*

After 18 years of working with hundreds of global sales teams and thousands of sales representatives, performing at all three levels, we think that you will agree with us when we say the difference between top performers and mid-tier sales reps boils down to preparation and execution. It is our experience that many of the steady “B” players may have the desire to improve, but lack the discipline to prepare to execute in a thorough and consistent manner.

Delving deeper into mid-tier performers, we find that lack of discipline leads to sloppy and sometimes haphazard implementation of your standardized sales process and methodology. Our experience shows that lack of discipline manifests itself in:

- Average performance
- Lower capture/close ratios
- Long sales cycles
- Higher recruitment and sales force turnover costs

***In the aforementioned study of top performing global sales professionals, 76% indicated that they spend between 10 and 20+ minutes “to prepare a complete and thoughtful pre-call plan.”***

***In the same study, 92.4% of these top industry performers said that improving the effectiveness of their pre-call preparation would help them sell even more!***

What would it mean for your sales forecast attainment if your “B” player sales reps could prepare at “A” player performance levels?

Right now, you’re saying to yourself, “Getting my mid-tier people to the ‘A’ level is the job of my field sales management.” You’re right, it is, but many managers have a span of control of at least 6 sales representatives. Your sales managers cannot be on every call with every rep every day. It means that when your mid-tier and marginal performing sales reps are selling on their own, lack of discipline tends to creep back into their execution, unless you have a process that hold them accountable for preparing at “A” player levels.

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In another study conducted with over 170 global sales executives, we asked: ***“When not accompanying a sales rep on a call, how consistently do your sales managers evaluate the details and quality of the sales call preparation prior to the call?”***

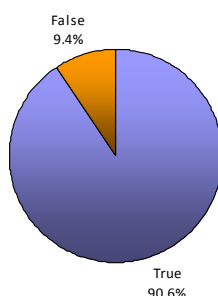
Global sales executives indicated that such evaluation is inconsistent at best. On a scale of 1 to 5 (1 meaning “not at all” and 5 meaning “always”), these global sales executives gave a below average rating of 2.91 to describe how often their sales managers evaluate pre-call plans prior to live prospect/customer interactions. 28.1% rated their managers at a “2” and not one sales executive rated their managers as a “5” (always).

Unless a sales manager is going to directly participate in the actual customer interaction, only one opportunity to affect the outcome of that interaction exists – the time *before* that interaction. The implication for sales executives is that, generally speaking, their own sales managers should be doing a better job of evaluating their sales professionals’ preparation (especially mid-tier and marginal performers) prior to key live calls – or risk poor performance (execution) at their own peril.

In the same aforementioned study of global sales executives we asked: ***“(True/False) My best (top 10%) sales professionals generally use pre-call planning more effectively than the rest of my sales team.”***

90.6% said their best sales professionals use pre-call planning more often and more effectively than their peers. This study reveals the top reps are the ones who want to improve. “A” players are who organizations should especially invest their resources in when improving pre-call planning practices. Remember, 92.4% said they could sell ***even more***, if you could improve the effectiveness of their pre-call planning process!

**“My best (top 10%) sales professionals generally use pre-call planning more effectively than the rest of my sales team.”**



Also, in the global sales executive study, the analysis showed that when asked, ***“Please rate the importance of effective pre-call planning to successful completion of your sales process”*** 100% of the sales executives responded, “Important to very important.”

This study confirms two facts:

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- Your “A” players are the most likely to prepare for success and that means that they will utilize tools to facilitate that success
  - Preparation leads to stronger execution for everyone on your sales team

Because of this research, we developed Precallpro.com. It is the only pre-call sales aid that allows you to take the preparation best practices of YOUR top reps and instill them into the balance of your sales team. Through its unique field management “accountability” feature, it enables your field managers to “peek” into all of their reps’ customer calls *before* they occur and take corrective action before execution. It is the only proactive, customizable, software sales aid that actually drives positive and uniform execution of all your team.

In just minutes, your sales team can prepare themselves to execute at “A” player performance levels. Is a few minutes per call too much to ask of a sales rep to plan for success?

For more information on Precallpro.com, please visit us at [www.precallpro.com](http://www.precallpro.com).