

ANATOMY OF A MILLION-DOLLAR SALES MANAGER

SALES SKILLS DON'T NECESSARILY MAKE A GREAT ONE; THE ABILITIES TO LEAD, MOTIVATE AND DELEGATE DO.

By Shane Decker



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YOUR IDEAL SALES MANAGER is probably not your top salesperson. They require different skill sets.

The sales manager should be someone with the ability to be a leader, motivator, teacher, delegator and coach. They always possess a quiet strength and lead by example. They encourage, always giving motivation and praise to a job well done. They train the team in all areas of knowledge. They conduct performance reviews at least once every three months. They delegate according to individual strengths. They follow up to make sure jobs get done correctly and on time.

The sales floor manager is not a competitor to the other sales associates; they provide support. Their name should *never* be on a sales ticket as a split. They can sell to clients they work with, but they are never to be in the sweet spot; this is the sales team's responsibility.

SO LET'S LOOK AT THE CHARACTERISTICS THAT MAKE A MILLION-DOLLAR SALES MANAGER.

- 1 They handle sales floor conflict by being proactive, not reactive, heading problems off at their first sign.
- 2 They make sure each team player exceeds the client's expectations.
- 3 They do not micromanage; they empower.
- 4 They always know which salesperson is waiting on which client and gauge whether a team assist or T.O. is required.
- 5 They know what's happening on the sales floor at all times. The sales floor manager does not have an office; their office is the sales floor.
- 6 They ensure the sweet spot is covered.
- 7 They make sure the showcases and floor are clean, the displays impeccable and the lighting perfect.
- 8 They ensure that all selling stations are stocked with the tools needed

to make a professional presentation.

9 When repairs are done, the sales manager ensures that they're in the proper place for pick-up.

10 They conduct weekly sales meetings for training.

11 They conduct a 15-minute morning meeting each day to discuss who's coming in and what needs to be done.

12 They're responsible for scheduling.

13 They're aware of each salesperson's selling profile in order to set up T.O. teams.

14 They understand how to wow every client and train team members to do so.

15 They make sure every sale that isn't closed is team-sold or T.O.'ed.

16 They build your store's "university," a sales training program that all hires go through before they're set loose on the floor.

17 They set weekly, monthly and yearly goals for each sales associate based on their ability and figure out what it takes to help them hit their goals.

18 They hire and fire, and provide all team members with a list of the things that will get someone fired.

19 They hold a monthly meeting with the owner to discuss areas of needed improvement and their ideas for how to make that happen.

20 They are responsible for sales growth.

21 They are responsible for maintaining profitability.

22 They develop systems to help execute flawless execution of the basics (the little things around your store).

23 They are involved in the community.

24. If you're a store that negotiates, they teach negotiating standards.

25 They develop incentive programs.

26 They develop new programs for client retention.

27 They set standards for all areas of clienteling and follow-up.

28 They do a head count of clients each day in order to track the store's closing ratio.



"ANYTHING YOU PAY TO HAVE SOMETHING DONE WRONG IS ALWAYS TOO MUCH, ISN'T IT?"

WHY TO SAY IT: We all know why watch repairs take time and cost so much. But customers usually don't. So the next time a customer wants to know "Why so long?" or "Why so much?" explain that watch repair is a "lost art" and note the volume of work involved to make sure the job is done right, finishing with the line above. *SOURCE: Instore*

LINE TIME