

Five Activities Sales Managers should do After On-Boarding New Sales People

- 1) **Conduct weekly debriefs.** At the end of each week during the ramp-up, have a formal debrief meeting with your new sales person. Keep it formal by having an agenda, but casual by taking it outside the office. If you're not in the same city, then conduct a webcam call. Ask them to list the top three things they learned during the week, or to tell you where the company can improve. Get them thinking and sharing information with you that will benefit them and the company.
- 2) **Establish short-term Key Performance Indicators (KPIs).** Even though the sales results won't be relevant for a while, begin to measure the new sales person's activity during the first 90 days. Get creative and work together. What do you expect them to do during this period? What do they expect? Develop your KPIs and hold them accountable to reaching them.
- 3) **Create one 90-day initiative.** Immediately following the on-boarding, meet with the new sales person and agree on one initiative on which they need to work during the ramp-up. After their on-boarding, they'll have a good idea of where they need to work. Some examples could be: improve knowledge of access control technology, create a database of 200 prospective customers, or master the presentation. Whatever it is, make sure there is only one initiative. More than one dilutes the significance.
- 4) **Let 'em struggle.** This one is hard, but necessary. When you see your new sales person struggling, don't jump in to rescue them. Let them struggle. Let them fail (to an extent). The ramp-up period is a perfect time to make mistakes and learn, but you have to let them make the mistakes in the first place.
- 5) **After two months in the field, conduct a three-day formal refresher training class.** After pushing them out of the nest for a couple months, bring them back for some more formal training. A key factor to this second training being successful is to let them develop the agenda items. If they're having problems with the quoting tool, then include a refresher and plenty of exercises. If they're not have success scheduling appointments, then work together on the phone and email for an afternoon. On whatever they need further help, give it to them in a formal setting. After getting beat up in the field for several weeks, they'll embrace this second training with open arms.