



10 Powerful Strategies to Build Teams That Sell

Introduction

Highly successful recruitment businesses understand that you can achieve far greater results through a team than just by working independently. As the saying in sport goes, “It’s the individuals who play the games - but teams win the championships.”

When you realise this and understand that there are key factors and strategies these companies use to develop and build world class teams that sell, then all you need to do is to find out what they are and implement them. Easy!

Actually, I’d be lying if it was easy, it’s not. This will take time, patience and self-discipline, however, when you are committed and implement these strategies great things will happen.

In this special report I will share with you 12 of the most powerful and potential strategies to build high performing teams that sell.

And some of them you could have working for you by the end of today – they really are that simple.

1. Hire the “Right” People At The Beginning

You would have thought that as recruiters we should know how to hire the right people. Well from my experience, that is not the case, we are generally pretty awful because we:

- a) Hire on gut feel and type
- b) Don't probe deep enough.

This means that when we're interviewing experienced and also in-experienced consultants who are:

- Very good at selling themselves
- Have been coached on how to interview or think that they know how to answer your questions.

We get sucked into the sell.

First, get clear about what you are looking for in the first place.

Secondly, don't regard hiring as a casual activity. Finding good people is a really good use of your time – 80/20 Principle.

Thirdly, hire bravely to competency, behaviour, values, fact and 1 in 3 for future leadership. Look for individuals with the right attitude and values set because there are few limits in a person's ability to learn. Skills can be learnt – values and attitude can't.

2. Hire Slow – Fire Fast

Take your time. If you are not sure about someone, find a way to make your decision clear based on fact. As Lord Alan says “I'd rather have a hole in my team than an a***hole”...

Here are some ways to get real evidence to make your decision during the Interview.

a) Find Out and Understand Their Values

This is so important because values are how we decide what to do/spend our time – if you like, our emotional ‘hot buttons’. By understanding what someone's values are within the work context will show you what they will and won't do and will help you to establish:

- Is the candidate suited to the role? Are you (the employer) suited to the candidate?
- Do they have top performer competencies/traits?
- Understanding exactly what motivates them.
- Will the person fit into the team?

You can find out someone's values really simply by asking the question "what's important to you about your career or job?"

b) Have Questions that will get the candidate to demonstrate key competencies and behaviours.

For example – someone with tenacity and perseverance is important. You could ask a question like:

"What was the most challenging goal you have achieved in the past two years?"

- What specifically was challenging?
- What obstacles did you have to overcome?
- How did you do that?
- What did you learn about yourself?

"What has been your highest revenue achievement in the last 6 months?"

- What allowed you to succeed to this degree?
- What have you put in place to allow this to continue?
- What were the x of months after this like on revenue?

c) Test candidates with real recruitment scenarios

Get them to pitch a job to a candidate, lead a client meeting, pitch a candidate to a client, leadership exercise, name gathering.

d) Use psychometric test – like DISCUS or Thomas International

As part of your process not the deciding factor – this will again give you information that you can test on.

e) Get the Team involved – meet & drinks with the team.

By having input from those that will be working with these people, not only gives you extra insight, it also encourages by-in.

f) Take References

Simple I know – yet so many people don't do it. With references if you can speak to a peer or someone they have perhaps worked with through your network so you can get a reference that's real...

3. Have Shared Vision and Goals

High performing teams that sell have a shared vision and goals. The key word here is shared – most companies have a vision and goals – but that vision has been created in the board meeting and either not been communicated to those below or the teams have just been told just to get on with it.

Have a vision and goals that are shared within the business – there is real buy in. There is a great book by Stephen Covey that would be worth reading called the 8th habit – and this looks at how to win the hearts and minds of your people and how to create this buy in.

He talks about when you have an effective team culture, team members understand why they are participating in the team and how the team work fits within their organization and its strategic plan and success goals. Everything the team does, links into the bigger picture.

4. Share Your Knowledge, Skills and Experience

Champion teams are specialised and niche driven individuals that join together as a team working to their strengths. They are not generalists. This means that they become knowledge leaders in their market – through research and training within their specialism. I.e. if they are a finance recruiter – they will have been financially trained as well as trained in recruitment.

Knowledge Leaders is a term I use – these are recruiters who can really add value to their clients, because they are not just putting people into jobs – they are able to give market knowledge, intelligence and consultancy to customers.

As you build your teams, you can mix experienced consultants with in-experienced – remember green on green makes ever green. Get them to mentor or buddy up with others. Also think about how you can cross fertilize skills from other teams and markets. Perhaps ask one of your candidates to come in and run a training session on his skills and market knowledge.

Recruitment businesses that have teams that sell see training is an investment with ROI and focus on total employee development not just sales skills.

5. High Performing teams are motivated, co-operative and communicate with each other.

They will have a minimum of rules – but a key set of values and common sense that governs the team’s behaviour.

Imagine how you can create an environment where people feel free to express their thoughts, opinions and solutions to problems. How they can understand what’s important and why for each other.

You could have a simple team Charter – one that’s been put together by the team – on what they expect of each other, developing team norms or relationship guidelines together...

Or regular team meetings, daily, weekly and monthly – which are socially as well as work based, these can be training sessions, brainstorming for candidates and clients, team building, competitions, incentives, team sales days.

Do you have an agreed method within your team to give and receive honest feedback? Think about how you can get your team to agree upon procedures for analyzing and resolving team work problems and conflicts.

As a leader, your role can be to facilitate these meetings so that people feel as if they are listened to by team and have freedom to discuss their views openly.

6. Play to Your Strengths

What are your team strengths? When was the last time you analysed this and asked the question? And where are your areas of weakness?

Tom Rath wrote a book called Strength Finder – an organisation called Gallup who over the past decade, with a team of over 2000 scientists – Gallup has surveyed more than 10 million people worldwide on the topic of employee engagement. Studies indicated that people who have the opportunity to focus on their strengths are six times as likely to be engaged in their jobs and more than 3 times as likely to report having an excellent quality of life in general. Worth a look –

Weaknesses – it's always helpful to know your lesser talents – as they can lead to weakness. Once you are able to acknowledge them – 1st ask yourself the question – is it necessary for you to operate in that area or develop that skill, or could you find someone to partner with.

Also look at how you can buddy people up – so you have a great new business developer who is rubbish at key account management working with someone who doesn't like new business, but loves account management.

7. Have Clear Expectations of Each Other

High Performing teams know and understand what is expected of each other. Really simple I know and if you ask yourself the following questions, do you:

- Have clear career path and job description for your consultants and managers that are based on skills and competencies?
- Do you have separate business reviews and appraisals?
- Do your team members hold each other accountable for project timelines, commitments and results?
- Do all your team members understand the roles and responsibilities of team members? Team leaders?

If not, work out how you can action this – do you need help?

8. Base Rewards on Contributions to Team Effectiveness as well as the Individual

One of the issues I see in many organisations is that the work environment and commission structures tend to encourage individuals working on personal goals for personal gain.

Typically, the rewards, recognition and pay systems single out the achievements of individual employees rather than team work.

Even appraisals, performance management, and goal setting systems more often than not focus on individual goals and progress, not on team building.

Given these factors, is it any wonder that teams and team work are an uphill battle in most organizations? And it's no surprise that some recruitment businesses struggle to get people to work together effectively.

If you want to develop team work – look at your commission structure and also the commission structure of your managers. Allow for there to be some element of personal billing and also a higher percentage of the commission to be based around the teams contribution.

9. Teams that Sell have a Good Coach and Leader

A lot of managers fall into the category of what I call controller leaders. So a “telling” rather than “selling” leader. Now there are times when it's important to be directive:

- For Low Competence
- For Low Commitment
- For Quick Decisions
- In a Crisis

However, if you want to develop high performing teams you will have to become an effective coach – learning how to empower your consultants to achieve the results by allowing and supporting them to find their own solutions.

Coaching is recognised as the single most versatile and effective approach for managers in today's organisations. Every one of the most successful FTSE 250 organisations now utilises coaching as a core tool for managers at all levels.

Coaching helps people to learn for themselves, rather than teaching them. People don't coach as much as they could because of:

- Lack of time
- Poor communication skills
- Poor delegation, feedback and listening skills.

So if you are not coaching your staff at the moment, then this is a skill I would urge you to develop – results will go through the roof and also give you much more time. This is something the management training course we will teach you to become an expert on.

10. Teams That Sell Regularly Review Performance

Top performing teams and the individuals constantly examine and review themselves to continuously improve their processes, practices, and the interaction with other team members.

They know exactly what they need to be doing consistently on a day to day basis to achieve their goals. Think about how you can work with consultants to help them review and plan their performance – it could be daily, weekly or monthly.

So there you have it – some valuable and very practical tips on how to build teams that sell and get your teams buzzing that you can implement immediately in your business and your team.

There was so much I could cover and only scratched the surface. For those of you serious increasing your teams results significantly and transform your management skills, why not join us on our **6 month Leadership and Management Development Programme**.

You Will Learn Proven Techniques That Will Help You:

- Get More Sales From Your Consultants
- Organise Your Time So You are Highly Effective
- Eliminate Poor Performance
- Set Targets and More Importantly, How to Achieve Them
- Motivate and Inspire Great Performance from Your Team
- Use KPIs as a Motivator & Small Tweaks That Will Give HUGE Returns
- Hire the RIGHT people

This course has helped me to increase revenue by £100,965 for 5 consultants over a 6 month period.

Steve Evans, JAM Recruitment

Click here for full details

<http://www.centredexcellence.co.uk/management-recruitment-training>

If you have any questions, because this type of thing always throws up loads of questions, please email me at enquiries@centredexcellence.co.uk or call on 0845 3194838 and I will get right back to you. You can also check out our website www.centredexcellence.co.uk to get more of an idea on how we can help you transform your teams sales.

Thank you for your time

Warmest regards



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