



Building Your Sales Team

Diane Updyke

An Actionable Sales Journal with Useful Inspirations



Send an email to du@dianeupdyke.com,
and write in the subject line:

“Consulting Inquiry.”

I’m happy to answer the first question from my
own knowledge bank or discuss engagements
if it’s a longer dialogue.

I look forward to connecting.

Building Your Sales Team (Book Excerpt)

Beyond People, Process, and Technology

Diane Updyke



**An Actionable Sales Journal
with Useful Inspirations**

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Acknowledgement

First, to the leaders and explorers who taught me Sales and Marketing Alignment until it was a rote part of my existence, plus the many companies and clients who let me practice so I can now sense when it's right.

Second, to all the Sales Support teams, who make all the Vice Presidents of Sales look better than we are. To Ops, who can create at the speed that our minds can analyze; to Sales Enablement, who takes a sales team and gets it to hum; to Sales Development, who is the key to filling the funnel and navigating the nuances between marketing and sales.

Third, to the Contributors who were eager to share their knowledge; to the Contributors who didn't know they could find the words, but did; and to the Contributors who really wanted to give their wisdom but couldn't craft it into a quick message (you have so much to say and we'll cull it for next time). I say, thank you. Different voices always make any product better. Let's keep sharing.

Dedication

To my hubby, who has the best strategic and political mind I know.
He helps me look at what's next.

To my daughter, who navigates socially and educationally the
current world in ways I never could. She can break down issues into
basic principles and geometric shapes so I can look at them simply.
She should be in sales but doesn't know it yet.

To my mom, because she and my dad taught me what it's like to
maintain healthy relationships.

How to Read a THiNKaha® Book

A Note from the Publisher

The AHAt that/THiNKaha series is the Cliffs notes of the 21st century. These books are contextual in nature. Although the actual words won't change, their meaning will every time you read one as your context will change. Be ready, you will experience your own AHA moments as you read the AHA messages™ in this book. They are designed to be stand-alone actionable messages that will help you think about a project you're working on, an event, a sales deal, a personal issue, etc. differently. As you read this book, please think about the following:

1. It should only take 15–20 minutes to read this book the first time out. When you're reading, write in the underlined area one to three action items that resonate with you.
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After reading a THiNKaha book, marking your AHA messages, re-reading it, and marking more AHA messages, you'll begin to see how these books contextually apply to you. AHAt that/THiNKaha books advocate for continuous, lifelong learning. They will help you transform your AHAs into actionable items with tangible results until you no longer have to say AHA to these moments—they'll become part of your daily practice as you continue to grow and learn.

Mitchell Levy, The AHA Guy at AHAt that
publisher@thinkaha.com



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Introduction

When you're stuck with your team's current habits, when you wonder how to inspire your team next, when you want someone else's wisdom/humor/thoughts, then come on over here. You have knowledge and data, but sometimes, it's hard to conjure new ideas from them. However, one can judge and gut check if something is right/wrong for their own situation.

I have over twenty years of beliefs, tips, and practices. We get to build our lessons from our own cringeworthy mistakes, the mistakes of others, and the valuable lessons our managers bestow like a gift. It is a blessing to learn from the rungs of others, as I have from the managers before me. And I've had really good ones. You will get to hear from a few here.

There is input from many roles: VPS, CMOs, CEOs, VCs, SDR mgrs., and great reps. Inside is part science, part diligence, part art, part emotional intelligence, and part market awareness. It's a tough job to manage a system and motivate an individual. Now multiply those nuances by 20 or 100, and that's the job of the manager: to help the ecosystem rise to success, to get 75 percent of your reps to succeed, to create a culture of predictability. You are Zeus . . . or Athena? Nah. We'll just be humans who simply plug away.

I've gone through the trajectory of having a customer tell me (in the early days), "You seem mad at us because we won't buy." I cringed. It was true. It should be, "I am buying from you because I know your team will be there for the changes."

Everyone gets stuck in their own thoughts and the habits of the current process. We can be slaves to a methodology we've enlisted, as we try to instill a regiment. Know what? Sometimes, we need someone else as a sounding board or inspiration so we

can quit thinking and then feel for a moment, learn from another's verbiage, and get comical inspiration to disrupt the team. That's all this does. You *know* what do. You want a little inspiration, a new idea, or a catchphrase to amuse the troops.

You don't have to read this in sequence. Take a random page, take an appropriate subject, take wisdom from a leader you'd like to know, and co-opt the crap out of their stuff.

I always say about sales calls that one has to inform or entertain, to look at the cycle from the customer's POV. Sometimes, the secret is to glean the customer's POV. Do you really know what they're thinking? Keep reading. I have a magic question that you can ask at every meeting—it never gets old and gives you a surprising depth of answers 100 percent of the time.



Prospects buy out of hope or fear. Some buy hoping to solve their vision while others buy fearing that they won't be in style if they don't buy a new product.

#Sales

Diane Updyke

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Section I

It's the Customer, Basically

The Customer needs to become your passion: how you talk to them, how you become valuable to them, how you invest in their success, etc. This section reveals how to learn the messaging that engages them and the general strategies that can frame your sales cycles.

Watch this video:

<http://aha.pub/BuildingYourSalesTeamS1>

1

Marketing manifests the messaging, direction, and consistency. #Sales proves if it's true or false.

2

#Sales is the best distribution channel for marketing content. Their social network can be up to 20x that of your company's, making it the most targeted and prolific megaphone for your marketing message.
—Kurt Shaver (CSO of Vengreso)
via Diane Updyke

3

Don't tell prospects (or anyone) why you're great. Learn what they want to hear because it will tie to what they care about. #Sales

4

Your number one competitive differentiator is the results you drive for your customers.
—John Barrows (CEO of JBarrows Sales Training) via Diane Updyke

5

Find what captures your prospect's head and heart. What do you want them to know and feel after the meeting? #Sales

6

People want to be entertained and informed with data, examples, and vision. Are you entertaining and informing your prospects?
#Sales

7

Take a big glug from the reality cup to define your sales goals. Ask yourself the hard question: Are you a vitamin or an aspirin? When you have the answer, plan accordingly.
—Trish Bertuzzi (President of The Bridge Group, Inc.) via Diane Updyke

8

Don't let the facts get in the way of a good story. Build a story for them that captures their vision—of what they can become.

#Sales

9

Sales execs want you to sell value, but to sell value, you need to know the customer's problem, to know the problem they have to trust you, and to earn value, you have to build a relationship. It all starts with relationships.

—Paul Teshima (CEO of Nudge.ai)

via Diane Updyke

10

If you act like the founder or a large shareholder in the company, strategic decisions become clearer with respect to your role and impact.

—Ryan Floyd (Managing Director of Storm Ventures) via Diane Updyke

11

Prospects buy out of hope or fear. Some buy hoping to solve their vision, while others buy fearing that they won't be in style if they don't buy a new product. #Sales

12

Marketers HOPE you can solve their
problem; Technology Buyers DARE you to.

13

Selling to "hope" is matching the vision
on high with current project plans and
environment at the departmental level. #Sales

14

Selling to "fear" means a prospect is just "dipping a toe in." They want to try it out with minimal disruption to resources, and they need more proof of ROI. #Sales

15

Selling into enterprise deals or into new markets are best served with a two-prong sales approach — one has the strategy, while another has the problem. #Sales

16

Are you a hero to your boss and to your reports? Ask yourself regularly how you can serve others.

About the Author



Diane Updyke has grown over six B2B SaaS software sales teams with positive outcomes to companies like BEA, Oracle, and Marketo. The transition from server-based selling to SaaS gives her a broad base of sales methodologies and team growth practices, especially at the early stages of Martech and social platform industries. Diane has focused half of her consulting on sales and marketing alignment and sales funnel development, which has helped over ten startups find traction and growth in the sales funnel. She still loves the game. Currently, Diane is advising and consulting on top-leveling sales teams for tech and non-tech industries. She has also been featured on panels and webcasts, like the Sales Lead Management Channel. Diane also sits on the board of the local chapter for the National Charity League, an organization that directs mother-daughter teams in community service and leadership.



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Prospects buy out of hope or fear. Some buy hoping to solve their vision, while others buy fearing that they won't be in style if they don't buy a new product. #Sales

One metric like ARR or CAC does not drive your business — you need to take the time to understand the business. Too many people look for shortcuts, and that leads to a lack of understanding and poor decision making. — Ryan Floyd (Managing Director of Storm Ventures) via Diane Updyke

What I've learned is the greater your personal awareness, the more effective you are as a Salesperson. Neutrality, listening, connecting to what a customer needs — to do that well requires high EQ. — Joe Hubbard (Director of Trainings at Thrive Global) via Diane Updyke

Marketing believes it produces 80% of the sales funnel; sales believes it's 40% of the funnel. Somewhere in the middle is the truth. Moral is, sales leaders teach your reps to fish.

You collect ideas, concerns, inputs from in front of the desk. You document them from behind the desk. You profess and share them in internal meetings. It's a tripod of activities to generate new ideas.

Career paths are for B players. Career paths attract talent, which is good. But A players simply say yes when opportunity knocks. And opportunities come to top talent. — Bill Binch (CRO, Pendo.io) via Diane Updyke

No matter the strategy, the sales plays, the account plans, and the discipline, it still gets down to a deal at a time. It matters the deals you choose to be in and how EACH ONE is executed.



Diane Updyke has grown over six B2B SaaS sales teams with positive outcomes to companies like BEA, Oracle, and Marketo.

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