



Southern Building Material Association's

SBMA Leadership Newsletter

December 2011

"Merry Christmas and Happy Holidays to All."

In This Issue

- *OOOOPS! How to avoid pulling a "Rick Perry."*
- *The Hardest Job in Sales*
- *Famous Quotes by Vince Lombardi*



SBMA's Board and Staff Wish You, Your Family and Employees a Wonderful Christmas and Holiday Season.



*How to Prevent Mental Collapse
So what causes this and how can we prevent it?*



*Don't forget to register for our
2012 Building Products Show in
High Point on February 1 & 2,
2012.*

OOOOPS! How to avoid pulling a "Rick Perry"

By Art Sobczak

Greetings! "Oooops."

That was the culmination of presidential candidate, Rick Perry's mental lapse last week during the Republican debate.

Although comedians--and wannabe comedians--took great joy in making fun of that unfortunate 54 seconds where Perry could not remember the name of the third government agency he'd eliminate, I empathized with him.

Actually I *felt* his pain.

That's because I've been there. If you've been selling for any length of time, you probably have too.

It's known by a variety of terms:

Clutching up.
Losing it.
Going blank.
The wheels falling off.
A train wreck.
Verbal and mental gridlock.
Brain freeze.
Performance paralysis.
Choking.

Whatever descriptive term you choose, I'm talking about collapsing under pressure.

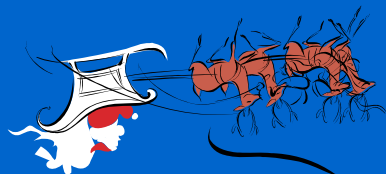
It happens in many professions. A legendary meltdown happened 15 years ago to Greg Norman (the captain of the International golf team beginning play in the President's Cup today.) He was arguably the best golfer in the world in 1996 when he did it at the Masters Tournament in front of 100 million people by squandering a huge lead. Just this year, 21-year old Rory McIlroy matched it with a similar crash-and-burn after holding a big lead going into the final round at the Masters. And Jeff, who perhaps is in the cubicle down the row from you, did it with the prospect who would have represented two month's worth of quota.

How to Prevent Mental Collapse

So what causes this and how can we prevent it?

The easy answer is to be over prepared. I always say that the worst time to try to think of what to say is as it's leaving your mouth. I will debate anyone who says you should not script your openings or voice mail messages. Come on now, you wouldn't turn in a written rough draft of a report or article, why would you use one on your

Even Santa has his "oops" moments.



Dial the phone. Place the call.
Don't worry about how you're
going to succeed.

prospects and customers? That's exactly what you recite when you "wing it." Of course the delivery needs to sound conversational, so that no one would guess that you are working from a prepared script.

On a more scientific level, Jack Stark, a former sports psychologist for the University of Nebraska football team, in an interview with the "Omaha World-Herald," said that activities such as golf, place kicking, free-throw shooting, job interviews (and let me add, sales calls and presidential debates) that require a burst of activity after down time are fertile breeding grounds for negative thoughts that can cause a polished pro to turn into a Jello-legged babbling Elmer Fudd.

Self-destructive thoughts ("*Please don't hit it into the water, again, dummy,*" "*I hope I don't say something stupid.*") cause an adrenaline rush, according to Stark, that result in 1,200 chemical changes in one-tenth of a second. He says these changes inhibit our finer thinking and natural motor activity. That means instead of just doing what we're otherwise capable of expertly and repeatedly in a role play situation, or when no one is watching at the driving range, we lose it when it counts.

So what should we do to avoid turning into Gumby when faced with money situations?

Stark teaches players a system that also works in any life circumstance. He calls it FOCUS, an acronym to help remember the steps.

FORGET. Start with a blank sheet. The past doesn't exist. Do not, I repeat, DO NOT let negative images or thoughts enter into your mind. (I always know what will happen on a golf hole that requires a shot over water, when an under confident playing partner pulls out an old golf ball. They might as well just toss it in the water and save the energy of swinging.)

ORGANIZE. Get your notes, product info, whatever you need in front of you. Position your body properly.

CONCENTRATE. Visualize the call in a positive light. See the ideal call. Hear the words being spoken--by you and the customer--as you want them to occur. Matt Oechsli, author of the "Inner Game of Selling," suggests using affirmations in the present tense:

"I sell huge accounts," instead of future or wishful thinking:

"I will sell this big account."

And as King Solomon said, "As a man thinketh in his heart, so is he."

UNWIND. Take a slow, deep breath. Loosen your shoulders.

SHOOT. Dial the phone. Place the call. Don't worry about how you're going to succeed. Let it happen. Thinking about how it will happen at this point is sure to throw you off. A long-jumper doesn't think about his jump when he's in the middle of it. He's thinking about the other side, the result.

The next time you're faced with a situation that raises your anxiety level, practice these ideas and you'll feel confident, perform at the high level you're capable of, and, the third one is, ummm, it's....., oh, let's see, the third one is... yeah, and you'll sell more.

Continue having your best sales and leadership week ever!



“Winning is a habit. Watch your thoughts, they become your beliefs. Watch your beliefs, they become your words. Watch your words, they become your actions. Watch your actions, they become your habits. Watch your habits, they become your character.”

“The harder you work, the harder it is to surrender.”

“Confidence is contagious and so is lack of confidence, and a customer will recognize both.”

“If you don’t think you’re a winner, you don’t belong here.”

Vince Lombardi



A basic understanding that you need your people more than they need you is the single most important leadership lesson you will ever learn.

The Hardest Job in Sales

By Jeb Blount, author of *“People Follow You”*

Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal. - Vince Lombardi

Sales Managers have the hardest job in sales. Why? Sales Managers bear 100% of the responsibility for the performance of their sales team yet receive little glory for their efforts. In most cases sales managers earn less than their top salespeople. Yet, the best sales managers work longer hours, endure more stress, and have greater responsibility than the salespeople they manage.

Making things worse is the fact that salespeople are harder to lead and manage than any other employee. They are emotional and often irrational people who demand attention. Because salespeople are essentially in jobs where rejection is the norm, sales managers are often called upon to be coaches, mentors, mothers, fathers, and sometimes therapists in order to keep their troops motivated, focused, and delivering on sales goals. If this isn't hard enough sales managers are often put in the position of shielding their salespeople from corporate policy wonks, accountants and operators who have absolutely no understanding of the psychology of salespeople.

It is a wonder why any sane human being would voluntarily choose to be a sales manager. Though each year thousands of sales professionals give up their sales roles and accept the promotion. They move into new offices and proudly stare at their newly printed business cards with little understanding of what it takes to actually lead salespeople. Ill prepared to perform the job of sales manager a high percentage of these newly minted sales leaders are demoted or fired within 18 months.

Unfortunately the sales profession is a grave yard littered with the corpses of failed sales managers who had they embraced one important principle might have gone on to become superstars . . .

Leadership Principle #1

In sales leadership one principle stands above all: You need your people more than they need you. Another way of saying this is that you get paid for what your salespeople do, not for what you do.

If you only internalize one lesson about leadership, make this the one. A basic understanding that you need your people more than they need you is the single most important leadership lesson you will ever learn. In our leadership seminars, we spend more time on this principle than any other concept. Why? Because until you get this- and I mean really make this principle part of your heart and soul-you cannot be a great sales manager. No exceptions.

Who Is More Important: You or Your Salespeople?

Consider this. It is Monday morning. You get to the office early, ready to start the day. As soon as you sit down at your desk, the phone rings. Mary calls in to say she is going to be out sick today. A few minutes later Ralph calls to remind you he will be on vacation. Then Ernie calls to say a relative died and he needs to fly to Cleveland to go to the funeral. One after another the calls come in, until suddenly you find yourself alone in the office; no one is coming in today. How would you fare?

Most sales managers when faced with this question answer that they would probably make it through Monday okay. So we follow that up with Tuesday-you show up but no one else does. How about Wednesday and Thursday? What if you came in each morning but the people who worked for you did not. How would you be doing by Friday?



Your business would be in shambles, your boss would be knocking down your door after getting your sales report, and you would be miserable.



When you get your next paycheck, take a close look at it.



Southern Building Material
Association, Inc.

PO Box 18667, Charlotte, NC
28218

1800-849-1503

Fax 704-331-9663

Southernbuilder.org

You know the answer and so do I. No sales. Your business would be in shambles, your boss would be knocking down your door after getting your sales report, and you would be miserable.

But what if on Monday morning all of your salespeople showed up to work and you didn't? Would sales come in? Absolutely. The fact is, even if you went on a two-week vacation, and all of your people showed up each day, things would likely be just fine. The work would get done.

One of the core traits of ineffective leaders and bad bosses is that they believe that they get paid for the things they do. These bosses range from the arrogantly self-centered to workaholics to micromangers. They believe, at the core, that they are more important, smarter, and more competent than the people working for them.

Sales Managers Get Paid For What Their People Do

When you get your next paycheck, take a close look at it. The money that was deposited in your bank account was a direct result of the work your salespeople did. You were rewarded for their performance or nonperformance-not yours. To tell yourself anything different is an outright denial of the facts.

As a sales leader, if your salesperson succeeds, you succeed. If your salesperson fails, you fail. So it follows that your job is to position your people to win. You must create an environment in which they can succeed, develop their skills, leverage their talents, and remove roadblocks so that they sell. You need them more than they need you. Anything that you do that impedes their success hurts you!

Take Dave, a director of sales with seven salespeople on his team. Dave constantly demanded insignificant reporting on virtually everything. Each time he asked for a report, it took his people away from sales activities that generated revenue. One of his salespeople said, "He drove me over the edge of insanity. I'd be on my way to see a customer, and he'd call me wanting a report on something stupid right then, like it was the most important thing in the world."

What happened to Dave? Dave's goose was cooked because the talented people he had inherited when he took the job quit. He eventually lost a great job and thousands of dollars in incentive bonus because instead of helping his people succeed he became a roadblock to success.

Far too many sales managers never learn this lesson. The single most important leadership principle is this: You get paid for what your people do, not what you do. You need your people more than they need you.

Jeb Blount is a leading expert on leadership and human behavior. He helps companies, teams, and individuals transform their organizations and accelerate performance through intense focus on interpersonal relationships.

Famous Quotes by Vince Lombardi

Teamwork

"The achievements of an organization are the results of the combined effort of each individual."

"People who work together will win, whether it be against complex football defenses, or the problems of modern society."

"Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work."

Truth

"The object is to win fairly, by the rules – but to win."

"Morally, the life of the organization must be of exemplary nature. This is one phase where the organization must not have criticism."