



Set Your Team Up for Q4 Success



T-minus 23 days and counting until Q4. Depending on your sales cycle, your rep's current pipelines could determine

the success or failure of their final quarter of the year.

Now's the time to hold Q4 strategy sessions with each of your reps to ensure they are heading into Q4 armed and ready to hit their 2021 quota!

Here are a few topic ideas you might want to cover:

1. Sales Math

Do your reps know what their average sale is? They need to understand how many deals are needed this

quarter to hit their quota for Q4 or the year, which means they need to understand their what their average sale is. Make sure you've reviewed their personal sales math going in to Q4.

2. Working Smarter

Q4 isn't the time for your reps to be wondering if they should work harder or smarter. Assuming they've put in the work in the previous three quarters, now's the time to help them review their pipeline and determine which deals have the best chance of closing and put what I call a "Milestone Plan" together for each of those deals. A Milestone Plan outlines what needs to happen on the prospects side and on your company's side to ensure a December 31st close. Things like; IT security review, legal review, a PO being issued, and a contract signer available to sign the last week of the year; not away skiing black diamonds. Create a

formal checklist for your reps to help them ensure that they aren't blind-sided by a step they weren't aware of.

3. Controlling the Sales Cycle

I see this over and over with the sales reps I work with. They abdicate the back half of the sales cycle to the prospect. They're in complete control of the cycle during discovery, product demonstration, and pricing review.....then, for reasons that still confuse me, they hand over control to the prospect during the most critical time in the process. They stop insisting on firm follow-up meetings, they allow their point of contact to sell their product or service internally without them present, and they have no idea what the internal process is for getting their contract across the finish line. I encourage you to hold a special sales training session on this topic to share best practices around continuing to keep control of the sales cycle in the last few stages.

4. Holding the Prospects

Accountable

This is the kissing-cousin to Controlling the Sales Cycle. Your sales reps are expected to walk their talk, so why aren't their prospects expected to do the same? Most likely because your reps don't know how or aren't comfortable holding them accountable. This is a teachable skill, just like doing a successful discovery is.

Help your reps understand how to react when a prospect says, "I need to run this by Jackie." The reply from most reps sounds something like this, "Ok, sounds good. I hope to hear from you soon!" When the correct reply is this, "Great. When do you expect you and Jackie will be able to chat?" to which the prospect vaguely replies, "Next week some time." This is where the rubber meets the

accountability road. You rep needs to reply with, "Do you think by Thursday?" to which the prospect replies, "Probably." So, then the only correct response from your rep is, "Great, let's go ahead and put time on the calendar for Friday to review the feedback from Jackie."

Lack of confidence or skill is keeping your reps from holding their prospects accountable. This is where role-playing really works well. Divide your team into pairs at the end of your training session and have them practice getting comfortable holding the prospects accountable.

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5. Self-Care

Q4 isn't just the most stressful time of your rep's professional life, it's also the most stressful time of the year for them personally. Two holidays (and an excessive amount of time with family-enough said), kids home on holiday break, the financial pressures of gift-giving, cold weather, and the possibility of another COVID outbreak all add to an already stressful situation. Encourage your reps to take some time off in October, keep up with healthy eating habits, exercise, and get plenty of sleep. Mentally strong reps perform better.

September is the time to prepare your reps for the opportunity in front for them in Q4. Schedule time now to sit down with each rep and ensure that you've help set them up for success in the last three months of the year! ■

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