

SHANE DECKER



COMMENTARY / ON SALES

Build the Perfect Team

➔ Identify **YOUR STAFF'S STRENGTHS** and make sure everyone is reading from the same playbook.

The greatest sports teams are comprised of players who play their position with strength, and understand they are part of team.

Your store can have a great sales team, but your employees must understand that they win when the store wins. The team has to be united in one goal: to close every sale. Not everyone is capable of being a team player... and some simply aren't competent to play their role well enough to be relied upon by their teammates. It all starts with whom you hire.

Jewelers have a habit of hiring based on whether the candidate is a friend, relative, or just someone they like. Now I love working with people I like. But I much prefer people who can actually produce.

I want the best salesperson for the store, someone who can give customers a luxury buying experience, will sell with confidence, will have integrity and passion, wants to raise the bar on her career and will help others. It's not easy to find someone like this for \$9 an hour.

The other mistake many owners make is hiring salespeople who sell like they do. They ignore that there are customers who won't respond to that type of sales approach.

Have you ever heard of a football team made up only of quarterbacks? They could be the best quarterbacks in the country, but they won't win — they don't have anyone to block, run, or catch their passes.

The same is true in a jewelry store. In the past, I've talked about the different sales personalities — serpentes, missiles and sneaks — who will

be naturally patient or impatient or a mix of both as needed (see March 2003 INSTORE column). You need a mix of these to work in your store.

Most stores have all serpentes or all missiles, based on what the owner prefers. But being able to T.O. a sale to another type can make all the difference in boosting closing ratios.

Let's say a serpente has been working with someone for 45 minutes and they're getting nowhere — it's time to turn it over to the known closer (the missile). On the other hand, a missile may talk to someone for 30 minutes and become utterly frustrated; turn it over to someone with more patience (the serpente).

Every member of your team should know which colleague has:

- The most patience
- The most diamond knowledge
- The most watch knowledge
- The most colored gem knowledge
- The best skills for romancing the product
- The best skills for romancing the reason the customer came in
- The most aptitude for add-ons
- The most aptitude for closing
- The best skills for handling objections

I've never met a salesperson who was strong at every single point of the presentation. If you know what everyone else's strengths are, you can use that on the floor to achieve your goal of closing every customer.

Shane Decker has provided sales training for more than 3,000 stores worldwide. Contact him at (317) 535-8676 or at ex-sell-ence.com.

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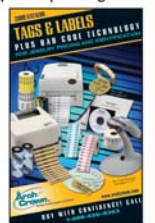
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