

MAGAZINE

# B2B TONIGHT

12 Interviews with the Best Minds in Sales



# About B2B Tonight

Webinars are boring, B2B Tonight isn't.



Hey There,

About two years ago, I attended a webinar, and something crazy happened. I fell asleep!

That's right... here I was... young VP of Marketing trying to learn something, and I blacked out into a crazy haze of confusion. It was on that day that I decided it was time to make something better than a webinar. Enter B2B Tonight.

B2B Tonight is our show designed to make you laugh, learn something, and hear all the juicy things that impact sales, marketing, and revenue teams everywhere.

Thousands of people have joined in to learn, laugh, and maybe even cry as we talk to the world's top B2B experts. This magazine is some highlights of some of our best conversations.

Enjoy! We hope to see you during our next episode of B2B Tonight.

-Ryan  
VP of Marketing & Growth

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# How to Book Every Meeting

with Stu Heinecke

Stu Heinecke is a Wall Street Journal cartoonist, twice-nominated Hall of Fame marketer, and the best selling business author of two books: “How to Get a Meeting With Anyone” and “Get the Meeting!” Nicknamed “the Father of contact marketing,” Stu guides marketers in making personalized outreaches to prospective clients that will land the meetings that matter. This past March, Stu sat down with Ryan and Rishi to talk about the art of making the personalized connection in business, and its significance in a post-pandemic economy.





## Making Business Personal(ized)

Stu Heinecke and Ryan O'Hara go way back—or at least back to a Leadership Summit, where the two met and bonded over their shared enthusiasm for contact marketing. This hyper-focused approach to marketing eschews broad cold call campaigns for personalized outreach, in order to secure meetings with critical prospects who can exponentially help your business.

Stu discovered the power of this strategy while creating direct mail campaigns for publishers. He sent out personalized 8x10" prints of personalized cartoons to elite prospective clients: Time, Inc., Conde Nast, and The Wall Street Journal, to name a few. 100% of those prospects not only responded, but they all became clients. Stu recorded his insights and strategies into writing, and has been practicing and preaching them ever since.

While contact marketing may seem revolutionary, its core pulls upon two timeless qualities: the power of human connection, and creativity. As Ryan puts it, "We're all human beings at the end of the day. You're not your organization. You're not your job. You're a person inside of these things and it's part of your identity." Recognizing that human connection is always good form, but especially during times of crises.

As Stu points out, "there are so many people working from home right now and they're bored...but they're also busy, and business is still running." These circumstances create "a golden opportunity:" to connect with people at home—people who might normally not be open to conversation—with content that speaks to them on a personal level.

## Cutting to the Quick with Contact Marketing

A standout example of contact marketing done right can be found in Dan Walsh Smith. In both his personal life and business, Dan is both competitive and ruthlessly keen: he runs (and wins) 100 mile races, and spends time every morning searching the news for opportunities to connect with CEOs. Dan has devised a calling card that personifies his brand, while also acting as an irresistible attention getter. He hires the designers from the action film *The Gladiator* to create a sword that he places in a beautiful wooden box, along with a note that says something like this: "Dear X, business is war, and I noticed you lost the battle recently. I just wanted to let you know if you ever need a few extra hands, we've got your back." He then sends the sword to prospective clients.

Now, at \$1,000 a sword, this could be seen as a stunt as risky as those undertaken in the action film that inspired it. But Dan's calculated risk pays off. Not only does he get a 100% response rate—he's landed clients that result in million dollar consulting engagement.



## Finding Your Brand + Personalizing Outreach

While the high stakes and impressive payoff of Dan's sword technique is commendable, Stu relays this particular story to call attention to how Dan's calling card is exactly on point (pun intended). "It's a physical representation of the value Dan intends to bring," says Stu: it's edgy, sharp, ultra-competitive, and delivers on its value.

*There are so many people working from home right now and they're bored...but they're also busy, and business is still running." Stu says these circumstances create "a golden opportunity" to connect with people at home—people who might normally not be open to conversation—with content that speaks to them on a personal level.*

Not everyone will have the means or mind to send \$1,000 swords. Calling cards will vary from person to person. If the idea of sending a package in the mail pulls you out of your comfort zone, consider asking a prospect to record an Q&A that can be turned into a blog post. That person will almost certainly agree to a meeting afterwards. No matter what strategy you choose, it's important to remember that human connection is the most important quality. Once you've established that as your goal, your imagination can soar. Here's a list of tried-and-true strategies that Ryan and Stu have either used or observed others using—with results.

# Finding Your Brand + Personalizing Outreach



## **Acoustic guitar song:**

Take a page from Ryan's book and write a song, with lyrics personalized to the person you're trying to reach.



## **Beer**

A beer with a note saying that you'd like to have one with them is not only thoughtful: it lends a casual quality to the conversation that helps prospects feel more comfortable and like they're getting to know a friend.



## **Paintings of their office**

Stu's acquaintance sent paintings of the Flatiron Building to two people who worked there. They hung the paintings in their office and took the meeting.



## **Knitwear**

A woman who didn't feel artistically inclined but like to knit used her needles and yarn to get a prospect's attention.



## **Personalized drawings**

Stu cut his marketing teeth by drawing personalized illustrations and sending them out to prospects.





### **Point Break DVD**

When Ryan sent out Point Break DVDs, it opened up the channel for conversation—about Keanu Reeves and more.



### **String quartet serenade**

Webcam recordings of a hired-out musical ensemble playing holiday songs and classic rock songs gave prospects a pleasant surprise in their inbox that also gave Ryan room to follow up with them.



### **Rubber business cards**

A fitness trainer created business cards made from rubber. Prospective clients needed to hand stretch them to read. He had people working out before they were introduced.



### **Vinyls**

Ryan dug into people's music preferences and sent out vinyls. The clients hung them on their walls and got the office talking.



### **Personalized photos**

Take a photo of yourself or someone else and enhance it with an attention grabbing caption.



# Turning LinkedIn Blues into Sales Opportunities

with Daniel Disney

Daniel Disney is an international keynote and sales kickoff speaker, business founder and owner, and author of “The Million Pound LinkedIn Message”: a book that explains the process of how a simple LinkedIn message led him to close a million pound sale. Anchored in the understanding that no two deals will be alike, Daniel’s book provides 25 successful LinkedIn message templates for contacting prospects, as well as plenty of advice on how to successfully convert those prospects to clients. Here, Ryan, Rishi and Daniel discuss the do’s and don’ts of LinkedIn messaging, and other best practices for the site.

## Level the Playing Field by Writing Great Content

Having a profile that accurately represents your brand while also shining it in the best possible light is only half the battle. Next, sales representatives should focus on creating a strong digital presence by sharing engaging content on a regular basis. “A digital presence can have an impact on all areas of sales,” says Daniel. It allows people to approach you because they identify with your writing, which is “a huge step forward for a salesperson.” Suddenly, you’ve established yourself as at the same level as a prospect. “You’re no longer looking up to them...You’re suddenly equals, able to jump into a more constructive, positive conversation.”

Now if becoming content maven that effortlessly draws in leads sounds insurmountable, don’t panic. Daniel—who shares content daily—says that you can start off with sharing content two or three times a week, with the goal of ramping up to every day. He follows the 80/20 rule: which dictates that 80% of your activity should be sharing, and only 20% asking something of others.

As for the content itself? “People love stories,” says Daniel. “They don’t want to be preached to, they want to hear stories about your experience,” which everyone has. “Even if you’re a month into your sales role, you have stories from your journey to getting the job, your training experience, your first few conversations.” Stories entertain people, show how you overcame challenges, and ultimately demonstrate your ability to connect to them as a human being.

A couple pro tips on creating content: Daniel's observed that developing a voice and tone doesn't have to happen overnight. Instead, try brainstorming different ideas and implementing them. Pay attention also to what you like to read, as this can indicate what direction you may want to take as well. "I've been doing content on LinkedIn now for maybe five to six years," says Daniel, "and it does get hard, the longer you do it, to keep creative. So I make sure I'm immersed in my industry all the time: reading new books, watching shows, attending webinars, listening to podcasts, and always consuming industry content." While staying tapped in is important, he recommends not going overboard: setting a time limit—anywhere from 15 to 30 minutes—on how much you scroll can make sure your time online is productive.





# How to Navigate LinkedIn: Connecting to Prospects and Closing the Deal

In this digital age, sites like LinkedIn are to sales representatives what the colosseum was to gladiators: a place to be seen, test your mettle, and hopefully carry away some hard-won and well-celebrated victories. While sales representatives these days enter the arena with a more civilized approach, the competition to be acknowledged remains fierce. As a successful business owner, author, and social site trainer, Daniel Disney has learned how to successfully navigate this terrain. His tools? A polished personal profile, active content creation and engagement, and understanding the dance between approaching a prospect and letting them come to you.



## **How to Create a Standout Profile**

First impressions matter as much in the digital arena as they do in real life. Here are Daniel's three tips for creating a stellar LinkedIn profile.

### **Take a polished headshot**

While hiring a professional photographer may be out of the question for many right now because of the pandemic, you can still take a professional portrait yourself with your iPhone. Use a plain background and timer to capture your smiling, neatly groomed self looking directly at the camera.

### **Make a background banner**

Sites like LinkedIn now have a banner space behind your headshot that allows you to provide more color (metaphorically and literally) to your personality. A free app like Canva comes stocked with templates that make it easy to create an appealing banner with text and images—no graphic design skills necessary.

### **Write a good summary**

Your summary should focus on how you help people and who you help. Describe people that you work with and projects that you've accomplished in the past in order to help bring those people closer to their goals. Be sure to focus your summary through the lens of offering a service, as opposed to selling yourself, and that it includes a clear way for prospective clients to get in touch.

## Stay Proactive and Relaxed

While it's important to stay proactive, coming off as over eager when a prospect contacts you is equally important. Daniel shared a cautionary tale of a company he worked for that missed that balance. When a prospective client created a post saying they were looking for help, Daniel immediately tagged the director of a company equipped to provide that assistance. But when Daniel circled back to the post a week later, the director said he hadn't logged on to LinkedIn to see the post. Just then another sales rep chimed in, saying they had seen the post and replied. "Okay, it's been a week. What happened next?" asked Daniel. "I'm waiting for them to reply," said the rep. At that moment, Daniel knew something had gone wrong.

The takeaways? Firstly, that a week without communication means a lead has likely gone cold, and the chances of resuscitation are slim. Secondly, Daniel realized that the rep had probably come on too strong by leaving a direct comment on the post with a pitch. Instead, he recommends liking the post and playing it cool by saying something like: "Hi John, This might be something we could help with. I'd love to chat and explore it in more detail. I'll pop you a quick message to see if we can arrange a call." It's a more effective way of positioning yourself, because it lets prospects come to you on their terms as opposed to chasing them down.





# Training SDRs for Success

with David Dulaney

David Dulaney is a sales development program building specialist and the Founder + CEO of Tenbound: a research and advisory firm dedicated to help sales development teams improve their prospecting through events, consulting, training programs, and coaching programs. David sat down to share his best advice for identifying what causes SDR teams to fall short, and how they can kick start their way out of slumps.



## Meeting the Challenges of SDR Training

David Dulaney will be the first to admit the trials that come with sales development. “The job is really hard,” he says. “It takes a lot of creativity. It takes a lot of positive reinforcement to deal with all the things that make it tough.” That being said, he identifies a few key pitfalls that teams can watch out for and avoid.

The number one problem he sees is a sales development leader that doesn’t take the time to figure out the company’s sales process before sending out his prospects. This type of leader has a tendency to “get some names, get LeadIQ, plug it in and send the team off to the races. That’s a recipe for failure.” Instead, leaders should make a commitment to understanding their process.

How can they back up the buying process as a white board? Find people at the top of the sales funnel? What are the pain points, and how can you address them? Creating a map from questions such as these allows SDRs to come into the job knowing what’s expected of them and how to execute their responsibilities.



An essential part of this process is having a list of what accounts SDRs should go after. Ryan Reisert once famously said, “The list is your strategy.” This list determines what accounts SDRs will spend their time trying to secure, while defining the workflow necessary for making the connection. In creating a list, mine existing data for clues about who is already buying your product. Newer companies without that research will need to rely upon A/B testing.



### On that note:

David stresses the importance of A/B testing. Many teams lose focus on this scientific process, running after “the shiny new thing” before they’ve had a chance to gauge results. Exercise the discipline of staying with the A/B testing process is tedious, he says, but ultimately necessary.



# Building Your Brand and Likeability

with Kasey Jones



Kasey Jones is the founder of A Better Jones: a growth strategy firm that accelerates the growth of startups. As someone who got her start in sales, Kasey remains passionate about helping sales teams be successful. She co-hosts the podcast, “The Other Side of Sales,” and just launched a new project called “Our Galaxy:” a private community that hosts webinars and content dedicated to helping people build their personal brand and become thought leaders. Ryan, Rishi and Kasey riffed about building a personal brand, the importance of likeability, staying motivated on the job.

## Why You Need to Build Your Personal Brand

Everyone has a personal brand, says Kasey, “Whether you’ve put effort into it, applied intention to it or not.” Put simply, your personal brand is your reputation, the social aspect of your identity that people can latch onto and connect with. As Jeff Bezos says, “Your personal brand is what people say about you when you’re not in the room.” That being said, the first step in understanding how to build your personal brand is understanding yourself. What excites you, inspires you? Connecting to these passions allows you to connect to other people from an authentic place that fosters true connection, which—contrary to the ethos perpetuated by the average SDR’s daily grind—is the true elixir for boosting sales and stoking the fires of your own career ambition.

Take for example, says Kasey, the story of podcast guest James, who was laid off in 2014 and spent six weeks applying for jobs. When a second layoff happened four years down the road, James received a job offer two days later. The closed gap wasn’t because James had honed his job-searching skills—it was because he’d spent the last four years building his personal brand on LinkedIn and through a podcast.

While it’s scary to begin putting your thoughts and ideas out there, admits Kasey, you can embrace the fact that is the perfect time to “put yourself out there because no one’s following you. If you say something stupid, not that many people will notice. It’s low-risk, while giving you the opportunity to test-drive your personal brand. Experiment with different mediums and formats. For people who’ve put legwork into establishing their personal brand and want to grow into thought leadership, Kasey lays out the criteria: “it requires more work, it requires more attention, and frankly it requires more giving.”



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## The Importance of Being Likeable

Why does a personal brand built from your passions work? Because it gives people a point of reference to connect to, a touchpoint that builds likeability. “Everybody is likable in some way,” says Kasey.

“There is something incredibly captivating about having a conversation with someone who is really jazzed about the work that they do. That kind of energy is infectious.”

Likeability is going to feel personal, she says. It allows you to make an authentic human connection which is the key to sales success, because people don’t want to be sold a product--they want to connect with people. So Instead of talking about how great everything is, or diving straight into a sales pitch after a cursory “how are you,” try sharing details from your life experience. Engage with other people’s content in a personal way that reflects back to the creator its value. Practicing genuine engagement leads to sales success because it turns it into a human experience, not a fulfilled quota.

Take, for instance, a salesperson who struggled daily with his job. After months of a depressing lack of leads and exhaustion, he switched tactics: rather than hitting his prospects with the same cold pitch, he accessed his love of statistics and brought them to the conversation. This change revolutionized his sales experience. Not only did he begin closing deals, but he was enjoying his job. Sales isn’t about following the cookie cutter mold, reminds Kasey. “Find a sales process and a way of connecting and talking about what you do in a way that is authentic for you.”



## Staying Motivated (On the Job and In Life)

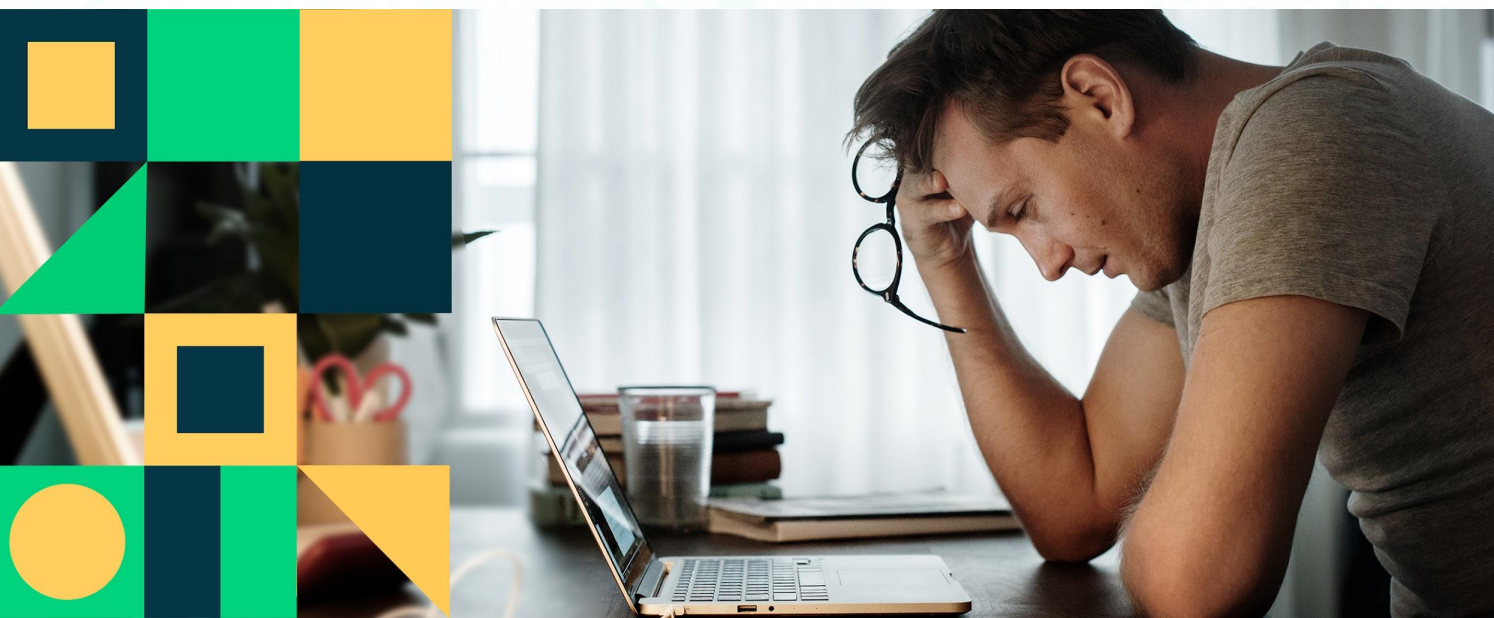
If the key to likeability is allowing your passion to shine through your actions, it's important to keep your internal fires stoked. "Every single day that you wake up," says Kasey, is an opportunity to invest in your personal growth and development. Nourish yourself daily: through morning routine, setting intentions, maintaining a positive headspace, or reading books, for example. Instill "habits and practices in your life that make you frankly likeable."

Kasey acknowledges that staying positive and growth-oriented isn't always easy or possible. "SDRs get the worst of it on the front line," she acknowledges. "You are doing really tough work, and it's hard, a grind, so you can't always be enthusiastic." On days where it's harder to locate your positivity, Kasey recommends pulling back: "Think about what it is about your role that you do enjoy." Remind yourself of what parts of the job do fuel your dreams, career, learning abilities, and relationships. She shares the anecdote of a CEO who sat as an SDR for three months. The challenges proved much harder than that he had imagined, and he couldn't act upon his big-picture visions, but he learned valuable lessons from the daily process.

## Staying Motivated (On the Job and In Life)

Keeping perspective can also save you from blowing challenging experiences out of proportion. If someone says something negative, for example, think of it as “a data point, a single data point.” Contextualizing that interaction will save you from feeling overwhelmed and giving up.

*If Kasey Jones Could Change One Thing, She Would: “Automate less. I would slow the process down.” While slackening tempo goes against the grain of a competitive sales world, its value proves itself in the long term by providing an opportunity to improve your outlook and approach.*







# Breaking into Mid-Market Sales

with Mary Grothe



Mary started her career at age 22, when she began working as an administrative assistant for a Fortune 100 payroll and HR company. For two years she worked as a sales admin supporting the number one mid-market sales team in the country: a role that “felt like an MBA in sales.” Her unofficial apprenticeship resulted in her earning a spot on the team, where she quickly became the number one sales representative: earning millions and breaking the company’s sales records. When her boss sent her to train other sales representatives and managers, Mary realized that the key to her success resided in an intellectual and emotional intelligence wisdom that went beyond what she could impart during training. So she branched out to become CEO of her own sales and marketing firm. Mary built upon her career experience to design the Behavior Quotient Wheel: a four-part model that shows how a person’s mental mindset, emotional state, and actions impact performance. She talks to LeadIQ about understanding complexity and customization to break into mid-market sales, and the lessons she learned to design the Behavior Quotient Wheel and found her own company.



# How to Successfully Break Into Mid-Market Sales

As a young salesperson, Mary first glimpsed the importance of understanding complexity and customization while managing Salesforce. “I got to manage eight people’s Salesforce,” she says, which allowed her “to learn there are multiple decision makers and influencers and buyers and people on a decision team.” Seeing the complexity of a mid-market sale in all the moving parts primed Mary for learning how to sell deals herself. Below are her key takeaways for selling to the mid-market.

## 1) Do your homework:

Mid-market selling differs from other models, in that it’s not about selling your solution or service—it’s based on showing the institutional impact your product will have on the company. Learn everything about your product, the company you’re selling to, and its exact impact and benefits.

## 2) Be persistent:

Mary recounts prospecting the CFO of a restaurant for a year before securing the meeting. She gradually went from immediately receiving the brush-off to building a relationship with him that granted her access when the company was ready to buy.

## 3) Understand the buyer’s criteria:

for mid-market sales entail doing research for every buyer in the room. When selling to a restaurant, for example, Mary had to understand the needs and desires of department heads, restaurant owners, chefs, front-of-house, back-of-house, and accounting professionals. Over three months, she ran four to five group meetings per month, as well as individual stakeholder meetings in order to understand the nuances of each person influenced by the sale.





#### **4) Think critically:**

Understand the problem that you're solving. How long has it existed, what past efforts have tried and failed, and who does the problem impact? Do research to know the company's limitations inside and out. Once you've undertaken this process, you can show a company the monetary loss experienced without your product, and what they have to gain from buying.

#### **5) Connect emotionally:**

When you're honest and customized with each of prospects and speaking to them like human beings and not a canned sales pitch presentation, they walk away with an emotional connection, feeling that you're emotionally invested in solving their problems.

#### **6) Customize your solution:**

Know who the target buyers are and customize the solution to their needs. Mary recommends using a system like DISC or a tool like Crystal Knows in order to understand your buyer's persona. This research will also come in handy when designing a pitch presentation—it will let you know how to speak the language that best resonates with potential buyers.



#### **7) Make your pitch stand out:**

What are you doing to stand apart and be different? A customized pitch or presentation is one of the easiest ways to accomplish that. Always list the prospect's words up on the screen, says Mary—this action allows buyers to visualize and emotionally connect to the outcome you can provide for them.



## Knowing When You're Ready to Sell to Mid-Market

Mid-market sales fit between transactional small businesses and monster enterprises. They're big and complex, yet still contain good movement and growth. That movement also relates to executives that change jobs every 18 to 36 months. If you connect to them properly, they will take you with them when they transition roles. In that sense, "mid-market is really the gift that keeps on giving when you start building those relationships."

"If you're feeling like you're not challenged enough, if you're feeling like you want to sell bigger ticket deals, if you're feeling like your current sales role, you're getting bored, it's unfulfilling, you have more horsepower, you want to go tackle something bigger, I think the mid-market sale might be for you," says Mary. The most important characteristics for being a mid-market seller, she shares are **"being a complex problem solver and a critical thinker."**

But every sales company should prospect after mid-market, she cautions. If you've mastered selling to small businesses, do the work to advance or change your product and service set to meet the needs of the mid-market, develop your sales team and their skills to become mid-market sellers, update your recruiting strategy and roadmap to ensure new salespeople can become masterful mid-market sellers. The same logic applies to enterprise sellers trying to scale down to mid-market.

# The Art of the One-On-One Conversation

with Richard Harris

Richard Harris is the founder of the Harris Consulting Group, which brings real-world sales training to companies by teaching sales reps how to ask the right questions and when to do so. Here, Richard shares insider tips on the art of the one-on-one conversation, while demo-ing his technique by role-playing a sales call with Ryan.

## How to Run One-On-Ones

The first step to running a successful meeting is committing to it 100 percent. Richard stands firm in setting weekly or bi-weekly meetings, depending upon the seniority level of the rep, and sticks to them—interruptions from anyone or any situation aren't allowed to interfere.

Once situated in the meeting, Richard structures 30 minute meetings into 10 minute blocks: a third for the rep to speak, a third for the manager, and a third to address the week ahead. 15 minutes per block can work too, but an hour goes beyond what's necessary. With that structure in place, the conversation opens up to almost any topic except for addressing deals specifically, since the meeting is meant to address professional development, and not the logistics of the job itself. Richard suggests pivoting any conversations about deals to addressing the challenges of certain aspects of the job, such as how to begin the conversation or navigate negotiating.

## Guiding a One-On-One

The manager's role when the sales rep shares is to keep an open mind. Start by answering a sales rep's questions and hearing out their ideas, even if you don't immediately connect to them. Here are some questions and themes to organize the conversation around:

### **What's occurring in a sales rep's life:**

Simple questions such as, "How are you?", "What can I do to help you?", and "What are your aspirations in the next six months in life, and what work can you do to affect that?" can give sales reps the emotional support they need to share their perspective. Remember that the main function of a one-on-one is to give a sales rep time to speak frankly, so resist dominating the conversation with unsolicited advice or opinions.

### **Invite feedback on your role:**

Different sales reps appreciate different management styles. Ask a rep about their preference: while most people don't enjoy being micromanaged, some reps work well with a more collaborative and hands-on approach. Others will benefit from receiving directions. Either way, opening up the floor to speaking about a rep's preferences demonstrates trust, builds loyalty, fosters culture, and buys affordability for each other to work together. By the same token, it's okay to ask a rep if there's anything about your management style that they don't like. Just be sure to do your research beforehand into figuring out the right way to navigate self-improvement with your team. Understand the team culture and know what makes a good leader, so that way when this more uncomfortable conversation topic comes up, you know how to gracefully handle it.



### **Ask open-ended questions:**

Open ended questions work because they guide a rep in solving their own problems without coming from a dictatorial approach. Asking questions such as “What do you think we should do?” “How should we do it?” And, “How much advice do you want?” establishes accountability. You can also avoid making open-ended questions come off as a “Jedi mind trick” by prepping the team for them beforehand. Announcing that one-on-ones will entail questions about self-improvement, for example, lets employees know the request is genuine and not manipulative.

### **Choose themes:**

Run on-on-ones by themes to keep the creative juices flowing. One week, for example, could be based upon sales reps bringing their craziest idea to the table. The next week could deal with role-playing. Your sales reps can even suggest themes that you then implement. A constant theme that should run throughout all one-on-ones is improvement. Every meeting, managers should ask their sales reps to name one thing they improved upon this week, and what they want to improve upon the week after.





## **Correcting Poor Habits and Other Behaviors**

When sales reps display poor habits and behaviors, Richard engages in a two step process. First, he looks at the hiring process to see what gaps exist to let those bad habits through the door. His second step is to bring it up with the rep directly, through a framework that calls attention to the behavior, allows the rep to have an emotional reaction, and then problem solves a way to change it.

As you follow these steps, keep using open-ended questions and make suggestions, not demands. Richard offered a loose script that reads along the lines of saying: “Hey, I’ve noted some areas of concern. Do you think they’re of concern?” Once the sales rep has acknowledged the behavior, a manager can go on to say: “I want to give you some ideas, and I want to brainstorm with you.” If the rep doesn’t align with the manager’s point of view, Richard recommends asking: “What do you think you would want to change if we wanted to change it?”

## **Role Play Your Way to Success**

A great way to jumpstart a one-on-one is through role playing. Richard’s rule of thumb with role-playing is that once the action begins, there’s no starting over, because it “forces people to own it a bit more.” He and Ryan roleplayed a sales call to demonstrate the effectiveness of this method. Ryan “cold-called” Richard three times. The first and second time, Richard stopped him about ten seconds in. The third time, he made Ryan stand up from his desk and repeat the call. By that call, Ryan came across as more relaxed and confident than the previous ones.

While older generations might resist role playing at first, Richard still recommends it as an effective training technique. Younger generations, he finds, “are much more eager to role play, particularly the younger generation, particularly the millennials and the Gen-Z, because that’s just the world they live in.”



# Getting the Best From Your Sales Reps

with Aaron Ross

In this episode, Rishi nails it when dubbing Aaron Ross a present-day guru. His seminal book “Predictable Revenue” acts as the go-to guide for helping salespeople in Silicon Valley and beyond cinch appointments and meet their sales goals. Nowadays, Aaron’s continued building on his thought-leader position as a keynote speaker and co-founder and co-CEO of [predictablerevenue.com](https://predictablerevenue.com). Here, he shares gems of wisdom gleaned from his work, as well as insights into his next book on owning your “unique genius.”

## The Nuts and Bolts of Sales Reps Missing Their Quota

According to a Salesforce survey, less than 15% of sales reps will meet their quota. This measurement was taken in a pre-pandemic world, points out Aaron, meaning that it's likely higher now; meanwhile, the turnover for sales reps averages 27 percent. The reason for a high turnout and low quota? Part of the answer lies in motivation, says Aaron. But the other piece of the puzzle rests in inflated, unrealistic quotas. "Quotas haven't been redone from scratch, and they should be," he says. Instead of merely measuring a sales rep's success by how many calls they made or appointments they booked, companies can diversify the types of quotas to more accurately mirror a sales rep's daily and overarching goals. "That could be activity quotas, sales quotas, or SDR quotas," for example.

Meanwhile, companies can wise up to the fact that while the pandemic surprised us all, it's certainly not the last disruption they'll experience. Aaron recommends that when companies scrap old quotas, they rebuild them with real-time expectations. "Take a week to week approach," he advises, "or bi-week to bi-week, or maybe month to month. What were we able to accomplish last month? What can we accomplish next month?" Making realistic short-term goals primes your team for achievable and regular results in the long-term.





## Running an Agile Sales Team

A part of adapting to disruptions like those posed by the pandemic is adopting a more agile mindset, in sales reps and their leaders alike. For managers, that means learning how to run a more agile sales team shifts the focus to meeting goals, not quotas; rewarding people on the small, reasonable successes, instead of holding them to too-high standards that leave them dispirited when they fall short; and working together to learn from shortcomings.

Whether or not a sales rep hits a number, leaders can still look at their experience for insights. Did the team learn about something that did or did not work, and how can they act next based on that awareness? This process can help build predictability, although Aaron cautions against getting too caught up in seeking security.

*"In some ways, predictability is an illusion," he says. "Ultimately, having a predictable system is not the main thing that makes you successful. The main thing that ultimately makes someone successful, I believe or one of them, is having the confidence to be able to meet challenges head on no matter what they are."*

- Aaron Ross

## Reps Who Perform Well Follow Their Passions-At Work and Outside of It

What separates reps that do well from the rest is a nuanced issue. Partially, says Aaron, it's "having the confidence to not be dependent on copycat success and copycat techniques. The faster a good idea spreads, the faster it stops working well, because once everyone's doing a good idea, it stops being a good idea." Reps that are going to be more successful are those that have the confidence to try their own thing and find their own voice. "I call it unique genius," says Aaron. "Everyone is a unique genius. Everyone has the ability to bring their own flavor of topic and conversation to what they're doing. If I'm a sales rep, it might be the words I use in an email. It might be adding a picture. It might be adding a certain emoji. It might be actually being more comfortable with video. It might be even more comfortable with LinkedIn. It might be more comfortable talking. There's so many ways or maybe bringing other ways I want to communicate to people like art, or song or poetry or books."

In order to foster that type of "unique genius," Aaron recommends that leaders encourage sales reps to follow their passions--both at work and outside of it. For dispirited reps especially, "taking a back shelf idea"--a project or activity, unrelated to their bread-and-butter work, that inspires them--and taking baby steps towards acting on it can break them out of the funk.

Encouraging people to get traction on these ideas works because people who are engaged in a task they find interesting are, in turn, inspired and able to find a point of interest with other people. Aaron references a rep with a music production business. While his passion project has nothing to do with his 9-5, it instills confidence, hones his



innate talents, and generally makes him a “more capable and interesting and extraordinary person as a whole,” says Aaron.

Meanwhile, companies can wise up to the fact that while the pandemic surprised us all, it’s certainly not the last disruption they’ll experience. Aaron recommends that when companies scrap old quotas, they rebuild them with real-time expectations. “Take a week to week approach,” he advises, “or bi-week to bi-week, or maybe month to month. What were we able to accomplish last month? What can we accomplish next month?” Making realistic short-term goals primes your team for achievable and regular results in the long-term.



## **A Round Table Exercise for Igniting Passion**

For leaders who want to take Aaron’s advice, they can set up a round-table call with five to 12 people, ask them to share a little about themselves, and one thing they’ve wanted to make progress on. Once they share, work with the group to make one small step forward that next week to realizing their goal. “Talking publicly about taking a step creates more accountability and more possibility, and it makes it more real,” says Aaron. You can do this week after week or month after month. People will join and fall off, that’s okay. The important thing to keep in mind is that it’s helping participants find their voice, by “tuning into what feels good and making some progress. Even little baby steps.”



# Building Sequences Best Practices

with Brooke Bachesta

For SDRs who want to know everything about sequencing, meet Brooke Bachesta. She's the Senior Manager of Sales Development at Outreach: a company offering a sales engagement platform that provides reps measurable touch points and tools for driving deeper engagement. Brooke talks to us about her background and the typical day at Outreach, how to build sequences, and best practices for following up.



## Brooke's Background

For everyone who's not sure how they got into sales: you're not alone. "I got involved in sales development pretty much on accident," says Brooke, "which I think is how a lot of people get into sales." After earning her B.A. in English, she applied to several jobs, and accepted the first offer that came her way: as an SDR in the Bay area. Brooke immediately liked the work. "Input, output, it was very clear," she says. "The harder you work, the more you get out of it." Within a few years, she worked her way up to account executive, then manager. Currently, Brooke's been working as a manager at Outreach for two years.

## Building Sequences

The intention of building a sequence, Brooke explains, "is to expand what you would normally do as a human to get in touch with somebody." While there are endless tools for boosting prospecting efforts, the best ones will "replicate how people actually get in touch." That being said, a sequence acts as a framework for those actions. At Outreach, they break sequences into four main automated types: one that relies on calls, a second on emails, a third on LinkedIn, and a fourth called Sendeso. The mechanics of the first three are intuitive enough, and used accordingly. A rep who is strong on the phone, for instance, might favor the call sequence to "juice some more dials in there." The Sendeso sequence is manual "Mad Libs style" with a pre-written middle portion and ask, while the rep fills out personalization details throughout.



## A Day in the Life of an Outreach Sales Rep

**Outreach has two teams:** an outbound SDR team of 50+ people, and an inbound MDR team of four.

As a whole, Outreach runs 250 sequences at a time, with 25 assigned to each team. When a rep starts working at Outreach, they receive 250 named accounts that they try to reach with consistent action. A rep can expect to make 60 cold calls a day, and add 15 new people to their personal pipeline each day. Their outreach skews heavily towards manual, and is supplemented with automation. Reps will recycle accounts as new people are brought in (on a monthly basis, usually), and as they move up the segment ladder. Typically, Outreach will let a sequence run for a full quarter before choosing to either discard it or build it out.



## Templates and Following Up

Brooke shares that reps start prospecting with an email, then follow up that same day with an email. That allows your email to act as a script, she says, and it can use a template—either automated or completely personalized—that is designed for the persona. For example, one template could mention a common connection. Another might notice that an organization just hired for a new position, and even another template could congratulate a prospect on receiving funding. “These are all pre-written,” says Brooke. “You just slot it into step one of the personalized email, and it pumps throughout.”

With this level of automation freeing up a rep’s hand, reps can use the extra time to build sequences around different triggers. For instance, if you find an SDR manager who is hiring, that observation can act as a trigger for who you add to that sequence in the future: like minded people seeking similar values from your organization.

When following up, Brooke’s team has found (counter to popular advice) that a “just checking in” message gets decent reply rates—although SDRs are welcome to A/B test this outcome if they’re skeptical. Outreach uses different follow up sequences depending on how cold the trail is. If it’s ice cold, SDRs should use information from the first point of contact, and supplement with new material. Email trackers can help signal if a prospect is interested, and not responding, in which case Outreach will automatically generate a call task (or similar fitting action) in order to place the prospect into a customized sequence.

The results? Brooke says that using the “Agoge Sequence” (used for high priority prospects) gets a 4% reply rate. Generally, a 20-30% email open rate is also positive: “it means people care enough to at least look at it.”



# Aligning Marketing and Sales + Pandemic Creativity

with a Roundtable Discussion with Demandbase, PFL and LeadIQ

Understanding the benefits of aligned sales and marketing teams, troubleshooting pandemic roadblocks, and creating a personalized pitch with printed cardboard heads are this episode's hot topics. LeadIQ brought together Demandbase, a targeting and personalization platform for B2Bs that creates customized ads; PFL, a tactile marketing automation solution that uses direct mail to create ROI; and an account executive from LeadIQ to discuss the benefits of teamwork, the unexpected joys of asking prospects for personal information, and the adventure of customized outreach.

## Meet the Crew

**Demandbase:** Nick Leader, account executive; Brandon Redlinger, Head of Demand Generation

**PFL:** Eva Jackson, Director of Demand Generation; Craig Boas, Director of Business Development

**LeadIQ:** Jeremy Leveille, Account Executive of Mid-market Sales; Ryan and Rishi.

## How to Align Sales and Marketing (And Why You Should)

Eva and Craig know that aligned sales and marketing teams can work together in a cohesive decision making process for targeting accounts, resulting in stronger outreach and more conversions overall. So they find ways to align daily: both organically, such as in shared management meetings with the COO, and in coordinated weekly meetings dedicated to analyzing SQL performance. “I’m a kind of Stretch Armstrong,” Craig jokes, with sales pulling him on one side, and marketing towards the other. But it works, he says, when each side is delegated tasks. Marketing is responsible for vetting and assigning a set amount of target accounts to sales each quarter. (Each BDR has a few hundred accounts, roughly.) They find these accounts by looking at a macro list and asking two questions: “what do our best customers look like?” and, “How can we find more of them?” After finding qualifying leads of different sizes, revenue, and verticals, they compress down and build campaigns built around each industry. Sales, meanwhile, also takes “a hybrid approach between finding target accounts and deciding what resources to allot towards pursuing them. Eva will look at metrics such as how many contacts they’ll need for engagement and ICP fit, then ask other key questions such as: what’s the level of warmth in the organization? How much do we want to spend? This process allows her to prioritize and scale the outreach accordingly.

With so much cross-pollination occurring, Craig emphasizes trust as the key ingredient to this style of teamwork. “You have to trust your brothers and sisters in this group and in that group, and you’ve got to be a conduit. Everybody has to work together.”



## Pandemic Troubleshooting

As a tactile marketing team with only 5% of their accounts inbound, PFL had to explore some creative thinking during the work from home limitations placed by the pandemic. “Like everybody else, we really struggled when we went home,” shared Craig. “Because our job is lead gen—global pandemic or not.”

No longer able to track people down at their offices, Craig and his team struggled through trying new exercises for new messaging and relying on “brute force” tactics such as cold calling and emailing. But by mid-May, he realized that his BDRs were overthinking it, and that they could track down people’s physical home addresses through simple search engine tools and techniques. This approach worked better than Eva and Craig anticipated. Not only was tracking people down easy, but prospects welcomed their efforts.

PFL continued to expand their outreach by using Marketo to create landing pages that asked for home addresses. This approach worked well too, but Craig and Eva emphasized the importance of using hyper-clear opt-in language that specified a home address would be used for mailing a package and nothing else. “We put that in in the initial language,” says Craig, to emphasize that “we’re not going to house it in our CRM. We’re going to use it one time to break through the digital clutter, give you a moment, and have you experience PFL.”

The results? Out of the 2,000 “brute force” prospects, only 1% converted. From the 300 that they contacted asking for physical home addresses and sending swag, 10% converted. While you may be wondering what PFL sent out (swag bags, for the record), “It really isn’t about what the item is,” Eva clarifies. “It’s about that personal effort that went into identifying what this person cares about at the time.”





Still, one good story can inspire another. Take, for instance, the time Nick and his team attended a summit and picked five prospect companies, chose four people from each one, and had their faces printed on cardboard cutouts. They propped the faces up in their booth and shared the images on social media with the hashtag #findyourface". When people walked by and asked, "Why is my face on your booth," Nick replied, "You're the exact person I wanted to talk to." "We had 20 faces," he says, and "all 20 of them stopped by."

If an edgy tactic like this one is too "in your face" (pun intended), other successful examples include a monogrammed cutting board sent as a wedding present, or handmade onesies with the company's logo sent to new parents. These types of gifts connect with the prospect on a genuine level, and are social media sharing clickbait.



## What is Account Based Marketing?

Nick explains ABM as "multiple people on your team going after multiple people on their team." It's characterized by longer deal cycles with larger deals, and underscored by a team approach. Leads still matter, Nick says, but the account comes first. He works across teams to find the right accounts, develop messaging that threads together different campaigns, and results in a cohesive and customized outreach. Nick clarifies that he is proactive about pursuing outbound leads. "It can't just be living and dying off the inbound lead," he shares. "You'll be sitting there for a while."



# **The Importance of Culture, Prioritization, and a Tech Toolbox**

with Justin Mongroo

Justin Mongroo is the Director of Sales and Business Development at Slack: a messaging platform with over 12 million daily users that includes 65 of the Fortune 100 companies. This past October, he sat down with Rishi and Ryan to talk about the importance of building culture, his tried-and-true sales strategies and the tools to support them, and best practice recommendations in the age of work-from-home.

## Company Starts with Culture

When Mongroo joined Slack in 2019, his first order of business was to “build more rigor, process, and systems to account for the growth we were experiencing.” In order to achieve this goal, Mongroo focused first and foremost on creating a strong company culture that could stand as the backbone for a successful sales operation.

Mongroo explains that the first step towards building stellar culture is understanding its DNA. Identifying an organization’s fundamental values allows leaders to onboard people whose goals and principles align with the company in the long-term. Companies can then nurture employees towards fulfilling a career path that harmonizes with their growth. At Slack, for instance, Mongroo describes the culture as “smart, humble, hardworking, and collaborative.” They strive to invest in employees who demonstrate these qualities, prioritizing their ability to learn and grow over their experience or the numbers they pull in. “If you own the will-set, we’ll own the skill-set,” Mongroo explains. This focus enables employees to reach their maximum potential and, in turn, contribute their best work to the company.

As for the qualities a leader should embody, Mongroo focuses on coaching and empathy. “My leaders and myself all understand that if we’re not willing to do the work or lead by example, we have no reason to teach it,” he says. One way Mongroo activates this philosophy is by engaging in mentorship outreach programs for high school students that can drive talent to the company. More centralized day-to-day efforts involve human-to-human engagement, which came very much in handy when the pandemic hit and everyone began working from home. This shift impacted Slack in two primary ways. The first an increased surge of platform users numbering “in the hundreds of percentage.” Secondly, with person-to-person contact no longer an option, the company culture dramatically shifted. How did Slack adapt?



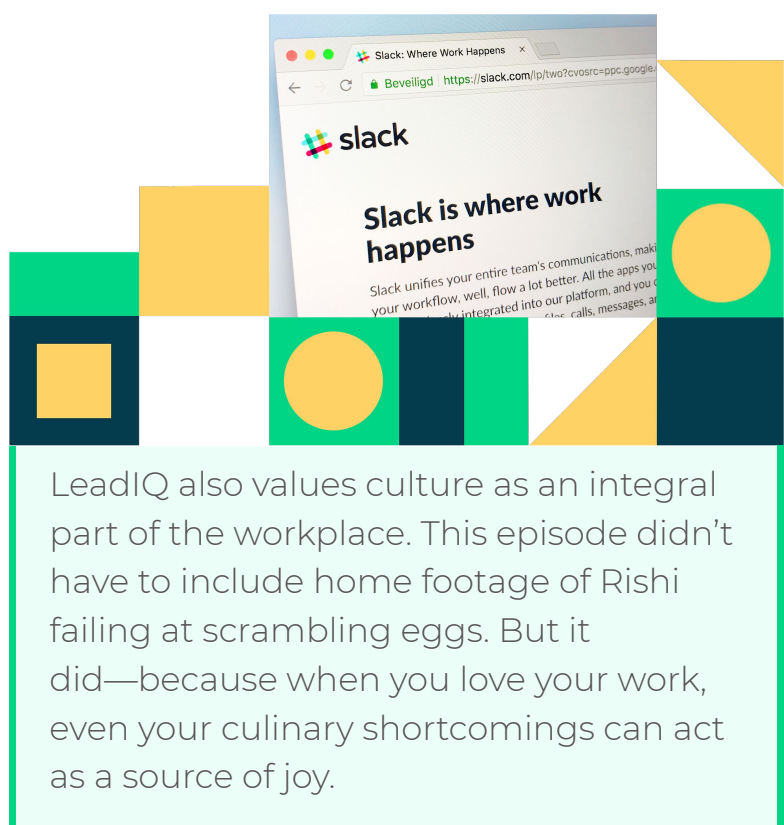
The company's strong investment in its employees is ultimately what helped it deal with the first hurdle. Employees worked overtime because they stood behind a product they believed in for a company that had invested in them. As for culture, Mongroo found other ways to foster it, from social Zoom hangouts and live magicians at leadership meetings. "The human elements become more and more important," he says, because "at the end of the day, I'm stuck in my house wearing elastic waistbands just like the rest of you."

Cultivating culture while work from home calls for extra effort. "I call it forced structured fun," he says, "And I think it's critical."

## Leading Sales at Slack: Prioritization, Personalization, and Know Your Tools

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meetings. "The human elements become more and more important," he says, because "at the end of the day, I'm stuck in my house wearing elastic waistbands just like the rest of you." Cultivating culture while work from home calls for extra effort. "I call it forced structured fun," he says, "And I think it's critical."





## Reach People That Don't Know About You

The difference between selling to people who have never heard about your product and a product that is practically a household name may seem worlds apart. But according to Mongroo, it's actually not that different. Just because people have heard of your product doesn't mean they understand the value they're missing out on. Their outbound strategy entails reaching prospective customers and communicating that value, while relying upon two strategies:

**Personalization:** Hyper personalization on both inbound and outbound channels makes that extra effort that distinguishes a sales pitch from the rest of the noise. When doing research for a prospect, Mongroo's team follow a three-fold structure: industry, persona, and company. They diligently personalize every outbound effort—including cold calls.

**Storytelling:** Once you have a prospect's attention, how do you prove out the hypothesis that they'll benefit? Through storytelling. Use cases demonstrate the value your product can bring to their company, while also building upon that established personal connection.

## Know How to Use Your Tools

Mongroo knows that tools are an integral part of any team's success. Here are the top technologies that Mongroo relies upon in order to optimize his sales strategy.

**Drift:** This live chat tool is a favorite of Mongroo's not only because of its ability to accelerate the communication for inbound channels, but also for its stellar integration.

**Gong:** Slack's team members use Gong to tag stories that are then highlighted during monthly enablement sessions. This capability creates a "tribal knowledge" across the team that empowers the storytelling necessary for drawing sales leads down the funnel.

**SalesLoft:** A useful tool for companies wanting higher levels of personalization, SalesLoft allows users to easily input research done at scale into their sales pitch.

**Crystal Knows:** This software provides personality tests so that a company can understand and improve communication in its team. Mongroo's team at Slack relies upon Crystal Knows to improve the personalization of their outbound sales, as well as to help foster a strong company culture.







# How to Excel at Cold Calling

with Jason Bay

Jason Bay is the founder and Chief Prospecting Officer of Blissful Prospecting: a company that provides sales teams with systems, coaching, and accountability for growing their outbound sales. Jason's worked in sales his entire career, and by wearing almost every hat in the sales arena at some point in time, he's gained unique insights that have helped him build his psychology-experiential hybrid approach to sales. We were lucky to sit down with Jason as he shared techniques for breaking through the psychological barriers involved in cold calling, positive-outcome frameworks for approaching prospects, and some practical strategies for helping you meet your quota.

## Breaking Out of Cold-Calling Mental Blocks

When Jason asks company leaders about the number one problem they experience, the answer across organizations of all sizes is unanimous: they wish their team would pick up the phone more. Call reluctance is a constant among sales reps, and an understandable one, says Jason. After all, fear of rejection is hard-wired into the human brain. And most companies don't train their sales reps in how to overcome it. Steamrolling over your aversion to cold-calling as if it doesn't exist isn't the answer. Neither, for most people, is embracing positive affirmations in the face of a daunting challenge.

Reps can overcome that mental barrier through several steps. The first is entering the right mindset before a cold call. Instead of pushing down the feelings—which will only reinforce a rep's aversion to the task—acknowledge the reality of the situation while separating the feeling from that reality. This technique is called “diffusion,” and Jason uses it before placing any cold call.

In his work, asked sales reps what they're thinking right before they reach out to a prospect. Most reps report a “negative-speak” voice that tends to make negative assumptions about how the outreach will be received. Jason's personal technique for giving perspective to that inner voice is by having it impersonate Borat. By bringing humor to the situation, Jason taps into the big scheme of things, realizing that the worst-case outcome of that cold call won't negatively affect him in the long term.

*“If there was 101 level psychology incorporated into all sales training, especially for how you understand yourself, I think it would make things so much more effective.”*

- Jason Bay

# Breaking Out of Cold-Calling Mental Blocks

Once a sales rep has established the right mindset, they can use cold-call formulas that tap into the prospect's mentality. Finding commonalities between what the prospect values and what the rep values creates a bond and subsequent basis for conversation. Jason identifies three different values:

- **Accomplishments: what do they pride themselves on and openly talk about? Look for awards they've won, clients they've landed, portfolios of their work, case studies, and so on.**
- **Education principles: What do they educate their audience about?**
- **Investments: What does a company spend their money on? Look at tools they use, if they're hiring.**

Connecting to one of these three values is a sales rep's "in" for a conversation about how their offering can improve a prospect's business. When it comes time to pitch your product or service, Jason offers a fundamental insight into a prospect's psychology: that huge pain points in a business aren't a catalyst for incorporating a new service or product. Rather, exposure to a better way of doing business is usually the incentive companies follow for accepting an offer. Knowing the difference between these two ways of thinking is crucial when approaching companies that already work with one of your competitors. It allows sales reps to point out an area in the prospect's company where there is room for improvement outside of the services offered by a current partner or provider.

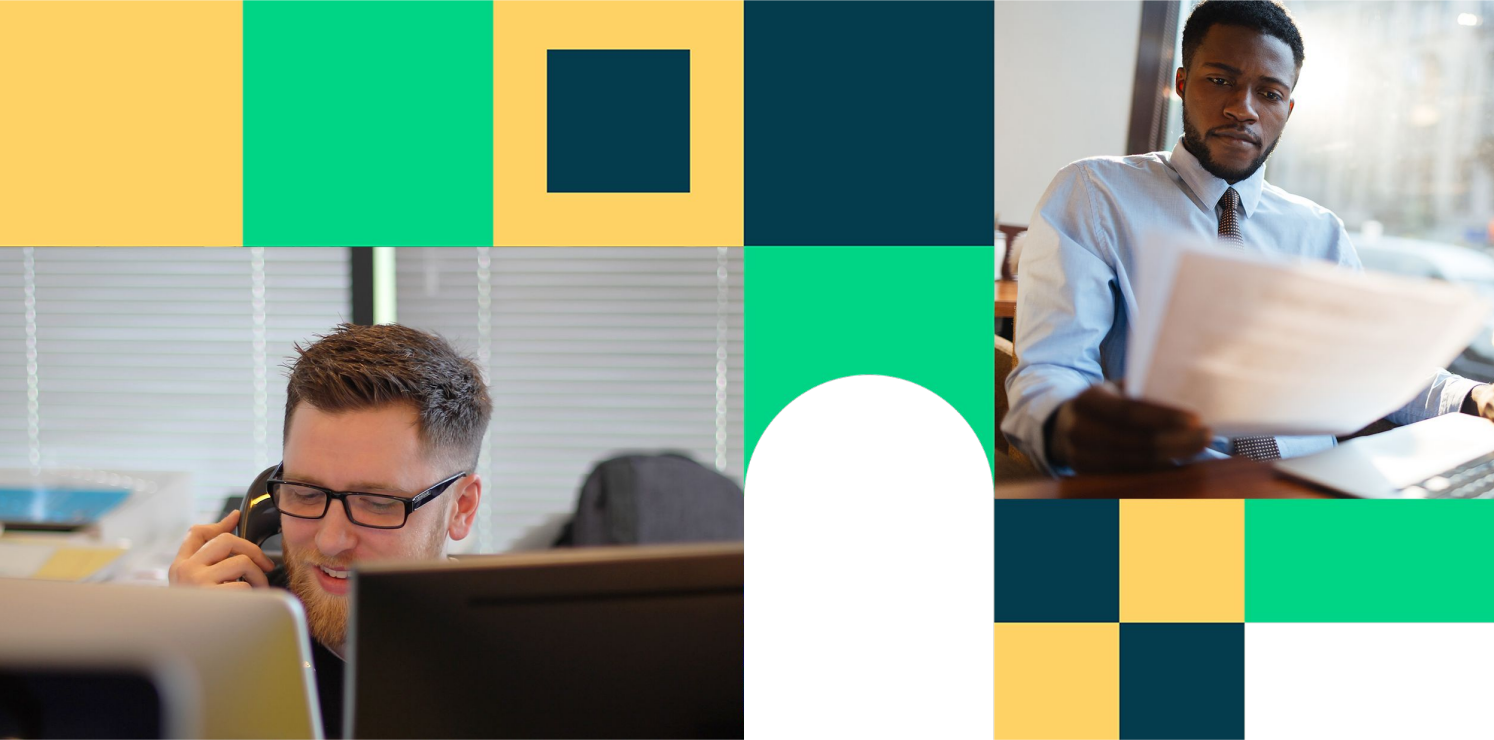
Jason recommends doing research into a prospect to find out how the competitors that they use stacks up against your organization. Software companies, for example, can visit review sites to check out reviews on a competitor's solutions. This allows reps to point out the area(s) that a company is being outranked and ask if their current solution (your competitor) is addressing that deficiency. Framing the conversation in terms of "this is what you care about, and how we can add value," wins out over "this is what you're doing wrong."



A man with glasses and a beard is smiling while talking on a mobile phone. He is wearing a light blue button-down shirt. The background is a warm, yellowish-orange, slightly blurred office setting. A white box with a black border is overlaid on the bottom right of the image, containing text.

## Pro-tip:

Despite what some reps may think, voicemails aren't obsolete. Remember the marketing rule of seven: that most people have to encounter something seven times before they take action. That being said, use voicemails as an opportunity to point a prospect towards another place where they can connect with your company. For instance, say that you'll email them a piece of content that solves a problem you've noticed they're having. Lastly, be sure to leave your name and company name at the end of voicemails (and emails, for that matter) so that prospects don't click out.



## Jason’s Cold Call Script

A good cold call script is like a coloring book: while general structure is helpful, it’s still okay to color outside the lines in order to add your unique personality or perspective. That being said, Jason recommends that every cold call contain these three components: an introduction, hook, and close.

**Introduction:** Say your name, company, and use a **permission-based opener:** a way of buying time that removes the element of surprise to why you’re calling and not steamrolling the prospect. Once you’ve gained permission, you can **share one of the three value props from your earlier research.** Lead with personalization and establishing an empathic connection. For example, state: "Here’s what I believe you’re focused on, here’s a problem I noticed, and here’s how we’re helping companies like yours with that." Pause, then ask, "Can I ask you two or three questions to see if this paradigm is relevant to you?"



**Hook:** this is your question stack, or chance to use questions to guide a prospect into a conversation about engaging with your offering. Start by asking two or three easy-to-answer questions prepared in advance, such as what tools they're using or their company's responsibilities. After asking a couple easy questions, transition to **problem oriented questions** that aim to address the oversights in the company's current approach. Here's where research is handy. You could reference competitors who are working their same product with a better angle, a unique problem they haven't solved, or any noticeable gap that you can help them solve.

**Close:** Hopefully, your prospect will be interested in setting up a time to talk and learn more. Of course, speed bumps may arise before getting to that point. **Objection handling** is a coined term for dealing with a prospect's resistance. If your prospect says that they don't have time for this conversation or tries to cut out of the conversation, you can follow a three step strategy called **EVO:** Empathize, validate, and offer. First you Empathize ("It's understandable that you have to take off"), Validate ("I am calling out of the blue, after all, and you're a busy person.") then offer: "Would it be a bad idea for me to ask you one or two questions to see if this is relevant for you, and if you would ever want to talk again. Sound fair?" If you're met with resistance again, you can likely let it go.





## Final Words of Wisdom

**A little personality** goes a long way in cold calls. Set the right tone by owning your intention and leading with curiosity.

**Know your research** timeframes. The bigger the deal, the more energy you'll want to invest in researching. An enterprise deal can require an hour of research before contacting. A transactional can take five to ten minutes.

**Get mathematical** in order to hit your revenue goal each month. Look at the final dollar amount and reverse engineer it by asking: How many demos are needed to hit that quote? How many opportunities will that create? How many intro calls are required? How many prospects will I need to reach, according to my conversion rate? The same process can be followed for account planning. Look at the biggest accounts you've landed in the past six months and ask: Who did I talk to? What was their role? Who was the first person I met with?

**Know the persona** of the companies you're trying to reach, by noting three different types: the champions, the decision makers, and the influencers. Influencers often get ignored, but are invaluable in researching a company and turning those findings into a meaningful conversation with the decision makers. (Just make sure that when you speak with influencers—say, a BDR—that they don't make the introduction to their boss, in case they misrepresent you.) Finally, with three personas identified, you can choose one or two people in each category to contact. Jason also likes working in persona-themed weeks: contacting influencers one week, decision makers the next, and so on.

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Brooke Bachesta, [Outreach](#), [LinkedIn](#)  
Justin Mongroo, [Slack](#), [LinkedIn](#)  
Jason Bay, [Blissful Prospecting](#), [LinkedIn](#)  
and our guests from [PFL](#) & [Demand Base](#)

## About LeadIQ

LeadIQ helps make sales teams faster and more productive without sacrificing your CRM's data hygiene. Modern sellers are researching and discovering new prospects on the web every day but only spend 1/4 of the time prospecting them. Used by over 20,000 sales professionals, LeadIQ removes bottlenecks in the outbound selling process by automating the most tedious and repetitive tasks, saving the average rep 6 hours a week prospecting. To learn more about how companies like Confluent, MuleSoft, TripActions, and WalkMe use LeadIQ, visit [leadIQ.com](https://www.leadIQ.com).



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