

# THE 12 TYPES of Sales Call Reluctance

## Is sales call reluctance contaminating your organisation?

### Your medical representatives – are they salespeople or professional visitors?

IN THE PREVIOUS FOUR ARTICLES we dealt with the causes of sales call reluctance and how it can dramatically affect the productivity of sales people. Since last month's article, in which we explained how to help cure this condition, we have received many enquiries relating to another issue that we briefly introduced – that of 'organisational contamination'.

Sales call reluctance is 'learnt', and certain unproductive (but very comfortable!) behaviours for sales people can become habits that quickly become a way of life. It is also infectious and can be 'passed on' to other people like a dose of 'flu, contaminating others who come into contact with it:

Example: A Manager who feels uncomfortable presenting to large groups of Consultants, or using the telephone to make appointments, may well end up with a team of Medical Reps who feel the same way!

If these 'influencers' can limit the potential of the business at this level, can you begin to imagine the danger for organisations if any of their strategic decision makers are allowed to do the same? When these decision makers are conflicted about the role and legitimacy of the sales process, policy inconsistencies and organisational spasms start to degrade the sales effort.

### A company is in danger of producing a group of professional visitors rather than sales people.

Although the results can be very damaging, the outward signs can sometimes be hard to identify and so, before we look at some of its signatures, let's first define what we actually mean by contamination.

### The footprint of contamination

People who are in a position to influence sales policy, process or practices, and who also suffer from sales call reluctance will unconsciously include their own personal fears in everything they do relating to prospecting and initiating contact with potential customers.

### The sources

Within all sales environments there are many people who have some form of influence over how others work and behave. Within most companies, there are three 'layers' of influence who tend to have the most serious impact:

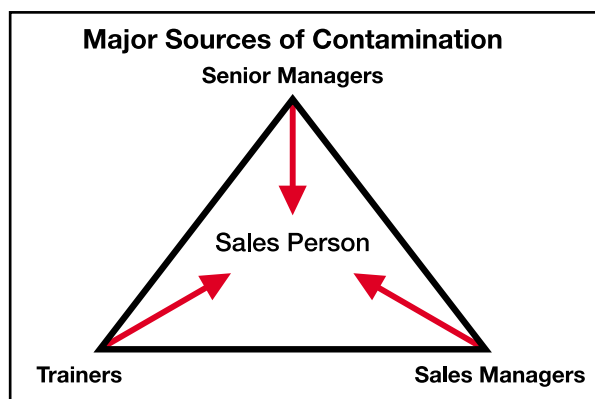
- Senior managers
- Sales managers
- Trainers.

Whether these people have worked their way up through a sales grade; been groomed for their positions by education and business studies, or a combination of both, they will have experienced things in their lives which will have influenced their views on prospecting and sales. With all of these people these experiences will have come from their family, friends, colleagues, ex-managers, peers, etc and subconsciously they take this with them into their sales careers.

Some of these influences may include:

- the embedded prejudices and perceptions of their family and friends towards 'sales people'
- concerns and misgivings of colleagues and peers regarding certain aspects of the sales role
- the memory of the pain and discomfort of failure (even if it only happened once!)
- 'war stories' from role model ex-managers of what 'doesn't work' when trying to get more business.

Naturally, all of these individuals will have a direct and immediate impact on how new and existing sales people 'learn' to work in their business environment – after all, why else would we have trainers and managers in the first place if it wasn't for the fact that we wanted the new recruits to learn from them? And whom do we look to for guidance if not the senior managers?





Of course, each one sits in a different position within the organisational hierarchy; each has a varied range of responsibility and therefore their actions, behaviours and decisions tend to impact on the sales force in different ways.

### The influence of sales managers

What is clear is that there is an extremely strong correlation between the sales call reluctance profiles of sales people and the people who influence their sales lives.

What we showed last month was an example of the type of profile that is available to determine the levels of sales call reluctance existing within individuals.

Next month we shall be comparing the Sales Call Reluctance Profiles of Managers, Trainers and their teams and will explore further the concept of 'Contamination', and how to create a no-excuse sales culture.



**Impostors:** Individual's current energy levels and clarity of career goals

**Brake/Accelerator:** This indicates whether an individual is currently suffering from Call Reluctance. Red indicates that they are

**Types:** This shows the types of SCR (Red) that will be presently causing an individual some problems

**Filters:** 3 filters allow us to say how accurately and honestly the questionnaire has been undertaken in the first place!

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Remap specialises in Managing Business Performance, and is run by Directors Martin Perry, Tim Tolman and Ian Saunders. To discover more information about overcoming Sales Call Reluctance and to find out what else they have to offer your business, you can contact them using the information in the adjacent box



Martin Perry

Office: 01604 639631  
E-mail: [info@remap.co.uk](mailto:info@remap.co.uk)  
Web: [www.remap.co.uk](http://www.remap.co.uk)