<u>SECTION 9</u>

Person 1: So, let's dive into today's topic. We'll be discussing the right way to manage a team and implementing the right managers in the right positions.

Person 2: Okay, sounds interesting. Can you explain more about the right way to manage a team and implementing the right managers in the right positions?

Person 1: Sure, we have some standard operating procedures that we've put together for you. The key is to keep it simple and not overcomplicate things. We have SOPs for the closer day-to-day, setter day-to-day, sales manager, and even individual managers.

Person 2: That's a lot of information. Can you tell me more about the meeting cadences you mentioned?

Person 1: Definitely. We've put together some documents on how we run morning meetings. It's a great way to start the day and get everyone on the same page, whether you're a small team or a larger one. We've used this approach in the past when managing a team of a hundred people.

Person 2: Wow, that's impressive. Thanks for sharing this with us.

Person 1: No problem. We want to help everyone, no matter where you are in your business journey.

Person 1: Hey there! Hope you're doing well. Have you had a chance to check out the documents and SOPs we put together for managing a team?

Person 2: No, I haven't had the chance yet. What do the documents and SOPs we put together for managing a team cover?

Person 1: They cover everything from managing the team, implementing the right managers in the right positions, to projections and even one-on-one meetings with your team. It's all about making sure every part of your system is in tune with every other part of the machine.

Person 2: That sounds like a lot to go through. Where do I even start in the documents and SOPs you put together for managing a team ?

Person 1: Well, we've broken it down into documents, so you can start with the closer day-to-day SOPs, the set of day-to-day SOPs, or even the sales manager and individual manager day-to-day documents.

Person 2: Okay, that's helpful. And what about the morning meetings you mentioned earlier?

Person 1: Ah, yes! The morning meetings are absolutely essential for a great day. We have a breakdown of how to effectively run morning meetings, and we even talk about the importance of bringing the right energy to the table.

Person 2: Got it. I'll definitely check out these documents and SOPs and see how I can implement them into my team.

Person 1: Great! And if you have any questions or need any help, don't hesitate to let us know. Let's rock and roll and have a great day!

Person 1: So, today, we're going to be discussing managing your team and closer priorities and day-to-day. We've put together some SOPs for you to make it easier.

Person 2: That sounds great. Let's get into it.

Person 1: Okay, so let's start with the Closer objective. Set your weekly goals here. For example, we had a goal of 15 units per week with at least a one K deposit.

Person 2: Got it. And Do you base performance incentives and spiffs off that objective?

Person 1: Yes, exactly. Now, priority one is to make sure you are on time for every morning meeting on the days you are on field. Morning meetings are essential and set the tone for the day.

Person 2: Right, right. You've mentioned that before. So, what do we need to do to make sure we have a good morning meeting?

Person 1: Well, the structure is important, but also coming with the right energy. We need to have fire, energy, momentum, and motivation. It's the start of your day, so we need to crush it from the beginning.

Person 1: Hey, good to see you again. I wanted to go over our closer process and SOPs for managing the team.

Person 2: Sounds good, what are the Closer processes and SOPs?

Person 1: Okay, so every morning we have a meeting where he needs to come with great energy and be prepared to share personal and team wins. Double check that he's completed his SOPs from the day before like the KPI tracker and EOD journal.

Person 2: Got it. What about scheduled Closer calls?

Person 1: Right, make sure to call clients on time, not three minutes before or after the scheduled time. It shows professionalism. Keep a pulse on Slack throughout the day, and if he has questions, ask his teammates and leadership.

Person 2: And during the day, what should the Closers focus on?

Person 1: The Closers main priority is to get on calls, close at a high and effective rate. Make sure he knows exactly when his calls are and gives himself enough time to make them.

Person 2: Okay, I'll keep that in mind.

Person 1: Great, and remember this team thrives on overcommunication and radical transparency.

Person 1: So, let's talk about the process and SOPs for our closers. Every morning, during the BOD meeting, we need to bring great energy and share our personal and team wins. We should also double check our SOPs from the previous day, update our CRM, and complete our KPI Tracker and EOD report.

Person 2: Got it, and we should also make sure to call clients on time and be professional.

Person 1: Yes, exactly. And in between calls, we need to be listening to call reviews to constantly improve our skills. The biggest guys in the game, like Cole Gordon, Tony Robbins, and Dean Graziosi all recommend this approach.

Person 2: Right, and we should update our CRM, like Go High Level (GHL), and include our wins in the morning meeting.

Person 1: Yes, and don't forget to keep it simple and concise. KISS - Keep it Simple, Stupid! And always focus on bringing wins to the morning meeting.

Person 2: So, how can managers have a direct pulse on what is happening within their team at all times?

Person 1: By being receptive, over communicating, and being radically transparent to their team at all times. These are two of the foundations of their entire organization.

Person 2: Radical transparency and communication, huh? That sounds interesting.

Person 1: Yes, and they believe that having these two core beliefs is how they managed to collect two to four million dollars in cash per month consistently.

Person 2: Wow, that's impressive. So, what else did the video on sales manager priorities and day-to-day talk about?

Person 1: It also mentioned the importance of being on time for every morning meeting and bringing incredible energy to set the tone for the day. As a manager, your energy can seep into every single part of the organization.

Person 2: Got it. Thanks for sharing. I'll make sure to watch the video.

Person 1: Hey, have you heard about the correlation between bad morning meetings and bad days?

Person 2: No, what's the correlation between bad morning meetings and bad days?

Person 1: Well, if we have a bad morning meeting, it can really set the tone for the rest of the day and affect our sales and productivity. On the other hand, a good or great morning meeting can lead to a good or great day.

Person 2: That makes sense. Did you have any bad morning meetings recently?

Person 1: Honestly, I can't remember the last time we had a bad meeting. We usually have good or great ones.

Person 2: That's great to hear. So, what can we do to ensure we always have good or great morning meetings?

Person 1: First, we should aim to come with a great attitude and be ready to lead the team and share some wins. We should also double-check that our team has completed their standard operating procedures from the day before, and make sure everything is well-oiled in our CRM system.

Person 2: And what about training and coaching in the morning meetings?

Person 1: As a manager, we should always monitor and contribute to the team's training and coaching. We should also keep a pulse on Slack, which is our communication platform throughout the day. It's important to keep the team motivated and use emojis and hyping each other up.

Person 2: Got it. So, we should always aim for a great day by starting with a great morning meeting.

Person 1: Exactly. As a manager, we should encourage the team to support each other and rally the troops, but also recognize and celebrate individual achievements once in a while.

Person 2: Should I constantly be in the chat hyping up the team as a manager?

Person 1: No, you don't want to dilute yourself by always being in the chat. Be more tactical with it and let the team hype each other constantly.

Person 2: Why Shouldn't I constantly be in the chat hyping up the team as a manager?

Person 1: When you jump in there, it will have a lot more weight and people will really feel it. Plus, if you're managing a hundred people, you won't have time to do anything else if you're always hyping them up on slack.

Person 2: So, should I keep it to a minimum?

Person 1: I wouldn't say minimum because hyping up the team is important, but you should keep it to an effective minimum to make sure you have time for other tasks.

Person 2: Yeah, I think you're right. And I want to make sure my team knows they can always reach out to me with questions or concerns.

Person 1: Definitely. But you might want to set up scheduled one-on-ones so that people don't feel like they're bothering you all the time.

Person 2: How should I approach motivation in a smaller team?

Person 1: Be tactful about it and dial it up a bit since it doesn't take as much time to keep the momentum going. Always be there to answer questions for your teammates and keep open channels of communication at all times. Overcommunication and radical transparency are important.

Person 2: How can I sharpen my problem-solving skills?

Person 1: Dive into call reviews and listen to your team's recorded calls to constantly improve your skills. Make sure your team is also updating the CRM regularly.

Person 2: What does it mean to "go high level in real time"?

Person 1: Going high level in real time means providing a broad overview of the status of projects, tasks, and goals as they currently stand. It's important to do this in real time so that everyone on the team is aware of any potential issues or roadblocks.

Person 2: Why is overcommunicating to the rest of the leadership team important?

Person 1: Over Communicating is important because it ensures that everyone is on the same page and aware of any potential issues or changes in direction. By keeping the lines of communication open, you can work together to address any challenges that arise.

Person 2: What does it mean when the text mentions "flags" of different colors?

Person 1: The text is using the term "flags" to refer to any potential issues or concerns. The different colors are simply a way of categorizing the types of issues that may arise, with each color representing a different level of severity.

Person 2: Why is it important to fill out the KPI tracker at the end of the day?

Person 1: Filling out the KPI tracker at the end of the day allows you to keep track of progress and identify any areas where you may need to make adjustments. By tracking KPIs consistently, you can make data-driven decisions and ensure that you are on track to meet your goals.

Person 2: What should be included in the end-of-day reports?

Person 1: The end-of-day reports should include a summary of the day's activities, any progress made towards goals or milestones, and any wins or successes that were achieved.

Person 2: What is the purpose of bringing up wins in morning meetings?

Person 1: Bringing up wins in morning meetings helps to build morale and motivation among team members. It's important to celebrate successes and acknowledge the hard work that went into achieving them.

Person 2: Why are leadership meetings so important?

Person 1: Leadership meetings are very, very important because they are where updates and important information are shared among the team leaders. It is essential to bring your A-game to these meetings.

Person 2: What should be discussed at the beginning of a leadership meeting?

Person 1: At the beginning of a leadership meeting, wins should be discussed. This includes individual and team achievements that have occurred since the last meeting.

Person 2: What else should be discussed in a leadership meeting?

Person 1: After discussing wins, the founders or leaders can make announcements and the team can dive into learning. This includes training, masterminding, and knowledge sharing. These activities are crucial for the success of any business.

Person 2: Why is it important to come prepared with notepads?

Person 1: Coming prepared with notepads allows the team to take notes and keep track of important information discussed during the meeting. This ensures that everyone is on the same page and can refer back to the notes later if needed.

Person 2: What is the book "Relentless" by Tim Grover about?

Person 1: "Relentless" by Tim Grover is a book about mental toughness and how to achieve success in business and life by being relentless in everything you do. It is often recommended for entrepreneurs and business leaders.

Person 2: Should masterminding and knowledge sharing be a part of every leadership meeting?

Person 1: Yes, masterminding and knowledge sharing are crucial components of every leadership meeting. They allow the team to share ideas and learn from each other, which is essential for the success of the business.

Person 2: Can you give more information about how to structure masterminding and knowledge sharing in the right way?

Person 1: Yes, it would be helpful to do a separate video on how to structure masterminding and knowledge sharing in the right way. These activities should be structured in a way that allows for equal participation and encourages collaboration among team members.

Person 2: What is the importance of documenting progress and previous meeting minutes?

Person 1: It is important to save progress and previous meeting minutes in a document so that everyone can reiterate and go back to the points from the last meeting to see progress. This allows for a real-time check-in where everyone can see where the team is at and what needs to be done moving forward.

Person 2: Why is it important to keep communication concise and real?

Person 1: It is important to keep communication concise and real to ensure that everyone is on the same page and that progress is being made efficiently. It is also important to avoid waffling or rambling for the sake of communication and to ensure that everyone is focused on what is currently happening and what needs to be done to move forward.

Person 2: What's the benefit of attending and cooperating in Masterminds?

Person 1: It is very constructive and people can get infinite value by partaking in masterminds.

Person 2: What should we do to keep track of progress in meetings?

Person 1: We should save the meeting minutes in a document so we can reiterate and go back to the points from the last meeting to see progress and have a real-time check-in where everyone is at.

Person 2: What is the template for team members' progress reports?

Person 1: It's a simple template with questions like "What objectives are you currently optimizing for?" and "What projects are you currently working on?" that every team member should fill out. It's important to keep it concise and real.

Person 2: How do we handle the constraints we face that we need the team's help with?

Person 1: We can use the team's help by sharing the constraints we face with them and ask for their assistance.

Person 2: What's the best approach to leadership meetings?

Person 1: We should keep it simple and effective, with no need for elaborate meeting structures. It's important to focus on the core and get right to the good stuff.

Person 2: What is the morning meeting cadence that you recommend for smaller teams or solopreneurs?

Person 1: For smaller teams or solopreneurs, I recommend a simple morning meeting cadence. This is how we started off when we were a smaller team. We would have one meeting where everyone would attend and then we would split off into our respective groups.

Person 2: Can you explain how the morning meeting is structured for larger teams?

Person 1: For larger teams, we have separate documents. We start with a whole team meeting where everyone attends,from Setters, Closers and finishers etc.. After that, everyone splits off into their respective groups.

Person 2: What types of businesses does the morning meeting cadence work for?

Person 1: The morning meeting cadence can work for businesses of all types and sizes, whether small, medium, or large.

Person 2: How should a morning meeting cadence start for a larger team?

Person 1: For a larger team, the morning meeting should start with everyone on the team sharing their wins. It's important to encourage team members to come prepared with their wins and to think about them ahead of time, especially at night before the morning meeting.

Person 2: Do all team members have to share their wins during the morning meeting?

Person 1: No, not necessarily. If you have a large team, it may not be practical for every team member to share their wins during the morning meeting. Instead, encourage team members to think about and share their most important wins.

Person 2: So what should we focus on during the morning meeting cadences?

Person 1: The morning meeting cadence should focus on wins, updates, and news. We start with everyone on the team meeting and sharing at least one win, which should be business-focused and productive. However, we also encourage bringing in other things that contribute to positive energy.

Person 2: What happens after the sharing of wins in the meeting?

Person 1: After sharing wins, we do separate breakout rooms and everyone should have their Zoom cameras on and notepads ready. During the breakout, we do separate announcements and then dive into the training. This can be script psychology or anything else that fits your team's needs.

Person 2: What if we have a small team or we are a solopreneur?

Person 1: If you have a small team or are a solopreneur, you can still follow the same morning meeting cadence. Start with everyone sharing at least one win and then proceed to updates and news. Just make sure that the focus is on productivity and positive energy.

Person 2: Can you tell me about the beginning of the team meeting?

Person 1: Sure, we start with everyone sharing their wins. We encourage the team to think about their wins beforehand and bring at least one to the meeting. It's important to have great energy during this time.

Person 2: Do all team members need to share their wins?

Person 1: No, if you have a large team, not everyone needs to share their wins. It's just important to have a few people share their wins to set the tone for the meeting.

Person 2: What else is discussed during the beginning of the team meeting?

Person 1: After sharing wins, we discuss updates and news. Then we break out into separate announcements and foreclosure before diving into training.

Person 2: How is the training portion of the meeting structured?

Person 1: We use a script psychology framework, but it can be adjusted to fit your needs. We encourage everyone to have their notepad and Zoom camera on during training.

Person 2: Can you tell me about the training process you use?

Person 1: Yes, we start with a 20 script psychology and focus on one segment per day. We break down the script, do role plays, come up with solutions, and overcome objections. We also review call recordings of good and bad examples.

Person 2: How do you ensure that the tonality, cadence, conviction, and authority are on point?

Person 1: We focus on each segment of the script every day and really break into it. For example, if the first thing is the intro, we make sure everything is on point before moving on to the next segment.

Person 2: What is your favorite saying about practicing?

Person 1: One of my favorite sayings is "amateurs practice until they get it right. Professionals practice until they can't get it wrong."

Person 2: Can you tell me about the Q and A session?

Person 1: At 8:45 AM, we have an open floor Q and A session. It's important to keep it concise and clear. We encourage people to share their tactics and ideas.

Person 2: What happens at 8:55 AM?

Person 1: At 8:55 AM, we discuss commitments and projections for the day. We have a separate video on projections, so we dive into it then.

Person 2: When do you start making phone calls?

Person 1: At 9:00 AM every single day, we start making phone calls. We follow the lead of Grant Cardone's main guy, Mike Barnett, who emphasizes hitting the phones after meetings.

Person 2: What is the Setter morning meeting cadence?

Person 1: The Setter morning meeting cadence is a structured approach to starting the day with your team. It involves starting with sharing wins, breaking into separate groups for announcements and training, and then ending with Q&A and projections before hitting the field.

Person 2: Can you explain how to implement the cadence for smaller teams?

Person 1: For smaller teams, you can do the entire structure in one meeting without breaking off into separate groups. It's an hour-long meeting starting with the whole team wins, followed by announcements and training, and ending with Q&A and projections.

Person 2: Can you provide an example of using the cadence for the whole team?

Person 1: Yes, we recently started a new offer and had the entire team follow this structure. We did it with the whole team so that everyone could listen to setter scripts, closer scripts, and finisher scripts as well.

Person 2: What is covered in the training section of the meeting?

Person 1: The training section covers script psychology, which is broken down into one segment per day, going through the intro gap, button down qualifications, and then also going through call recordings. Good and bad examples are used to emphasize important points.

Person 2: What is the importance of Q&A and projections at the end of the meeting?

Person 1: Q&A and projections allow the team to clarify any doubts and make commitments to achieving their goals. It's a good way to end the meeting with everyone on the same page.

Person 2: Is there any advice you have for implementing this meeting cadence successfully?

Person 1: Always remember to Keep It Simple Stupid (KISS). If you have any questions, feel free to reach out to the team.

Person 2: Can you explain why we do the daily projection review template for closers?

Person 1: We do it to give tangible and measurable goals to achieve on a day-to-day, weekly, monthly, and even yearly basis. It helps individuals and the team have something to aim for, no matter their position in the company.

Person 2: Can this be applied to other positions in the company besides closers?

Person 1: Yes, it can be applied to most positions within a company in some shape or form.

Person 2: How does the daily projection review template work for closers?

Person 1: It goes round the Zoom meetings or physical room meetings, and everyone is accountable for their set goals. The template is meant to keep people accountable, raise their game and level, and have tangible goals to work towards.

Person 2: Can you explain what the daily projection review template is for closers?

Person 1: The daily projection review template is a tool that helps closers set tangible and measurable goals for themselves on a day-to-day basis. It allows them to track their progress and see where they are at in terms of hitting their goals for the week.

Person 2: What are the projections that closers should be aiming for?

Person 1: The projections will vary depending on the product or service being sold, but as an example, for a $9,800 product, closers should aim for at least three units per day, which would amount to $30,000 in gross revenue and at least $3,000 collected.

Person 2: Is hitting the daily projections important for the team?

Person 1: Yes, hitting the daily projections is important for the team because it keeps everyone accountable and raises the level of performance. If closers are hitting their projections, it means they are on track for the week, and that is a good sign for the team as a whole.

Person 2: What is the book "Compelling People" about and how does it relate to sales and persuasion?

Person 1: "Compelling People" is a book that talks about the importance of having a balance of strength and warmth when approaching psychological things in sales and persuasion. It suggests that having 50% strength and 50% warmth is the ideal ratio to connect with people and deliver messages convincingly.

Person 2: What happens if someone is too strong or too warm in their approach?

Person 1: If someone is too strong, they may come across as cold and lacking emotion. On the other hand, if someone is too warm, they may be perceived as cracking too many jokes and being a pushover.

Person 2: How can we use the 50% strength and 50% warmth ratio in our daily projection review template for setters?

Person 1: We can set a daily projection review template for setters that includes questions about hitting the bare minimum standard and their numbers. For example, we could set a goal of 400 dials and 4-10 sets per day. By using this template, we can ensure that we maintain the ideal balance of strength and warmth in our leadership approach.

Person 2: What's the recommended approach from the book "Compelling People" for approaching psychology in sales and persuasion?

Person 1: The book recommends having 50% strength and 50% warmth in your approach. If you're too strong, you might come across as too cold, and if you're too warm, you might come across as a pushover.

Person 2: How can we use this approach to set daily projection review templates for setters?

Person 1: We can set a goal of hitting the bare minimum standard for dials and sets each day, and if they do well compared to what they're capable of, we should edify them. If they hit the bare minimum but we know they can do more, we should ask if they feel like they did what they're fully capable of and search for a game plan to hit projections today.

Person 2: What is the recommended goal for sets per day and week?

Person 1: We should aim for 10 sets a day, which would be 60 sets for the week. However, the goal may depend on the offer and other factors.

Person 2: What should we do if they didn't hit the bare minimum standard at all?

Person 1: That's unacceptable. We should search for full awareness and a game plan to hit projections today. We should also make sure they followed their on the field routine.

Person 2: How can we make sure we never miss projections again if we didn't hit the standard?

Person 1: We should search for full awareness and a game plan to hit projections today, and ask what the highest version of ourselves would have done differently yesterday. The word of the day, week, month, century, and millennium is accountability.

Person 2: What is the common mistake people make when doing one-on-ones?

Person 1: The common mistake people make is that they approach one-on-ones in the wrong way. They may have long, drawn-out conversations and take up too much time, leaving no time for other important tasks.

Person 2: Have you made this mistake in the past?

Person 1: Yes, I have been guilty of doing this in the past. I love to connect with people and have long conversations, but I have realized that there is always a time and place for that.

Person 2: What is the benefit of doing one-on-ones effectively and concisely?

Person 1: Doing one-on-ones effectively and concisely can save time and allow you to focus on other important tasks. It also allows for more productive and efficient meetings with team members.

Person 2: Why do you think people approach one-on-ones in the wrong way?

Person 1: In my experience, some people tend to have long, drawn-out conversations that take up too much time, which can interfere with more important tasks.

Person 2: How long should one-on-ones ideally last?

Person 1: According to research and Ted Talks, the ideal length for a one-on-one is 18 to 20 minutes. This is the scientifically proven amount of time that the brain can process higher-level information, and it allows for effective communication without wasting time.

Person 2: How can we keep one-on-ones within the ideal time frame?

Person 1: One way to achieve this is to come prepared with an agenda, as this will help keep the conversation focused and avoid wasting the first 10 minutes going over things that aren't relevant.

Person 2: Can you explain why the 18 to 20 minute time frame is important?

Person 1: Keeping the conversation within this time frame allows us to get straight to the main points and still have enough time to relate and connect properly. It's also a good time frame for zoom calls or in-person meetings.

Person 2: What is the key to having effective one-on-ones?

Person 1: The key is to keep them to an effective amount of time. Research has shown that 18 to 20 minutes is the scientifically proven amount of time that the brain can process higher level information. This allows you to keep the conversation high level, get straight to the main points, and keep it effective.

Person 2: How many one-on-ones can I have in a day?

Person 1: You can have multiple one-on-ones in a day if necessary, without wasting your entire day. By keeping them to an effective amount of time and coming prepared with an agenda, you can be an incredibly effective leader.

Person 2: Great. Can you explain the sales leadership system?

Person 1: Sure, this system is a formalized sales leadership system that includes outbound and inbound KPIs.

Person 2: Are there any books you recommend on leadership and managing teams?

Person 1: Yes, there are many great books on these topics. John C. Maxwell's books are a great place to start, but we could also recommend other books on psychology, such as "Drive" by Daniel Pink, or "Thinking, Fast and Slow" by Daniel Kahneman.

Person 2: What is the purpose of this document that we have here for sales leadership?

Person 1: We put this together as a formalized sales leadership system. It includes information on outbound and inbound KPIs, as well as the level of authority that sales leaders must have.

Person 2: What is level three plus authority?

Person 1: Level three plus authority is a desired permission-based authority for sales leaders. We have linked a video that explains this concept further, which is based on John C. Maxwell's books.

Person 2: What books would you recommend for understanding leadership at a high level?

Person 1: I would highly recommend reading or listening to "Five Levels of Leadership" and "21 Irrefutable Laws of Leadership." They are both available on Audible.

Person 2: Can you explain some of the key points on how to direct and coach individual players as a leader?

Person 1: Sure, some of the key points include being an honest and skilled example, working with coachable B players to turn them into A players, understanding what drives each player, and providing consistent accountability and recognition.

Person 2: Why is it important to track individual team performance?

Person 1: It's important to have your finger on the pulse of what's happening with your team at all times, and tracking individual team performance allows you to do that.

Person 2: What are some outbound KPIs?

Person 1: Outbound KPIs include individual team performance for dials, 20 seconds conversations, total sets, closes, and paid in full (PIFs), exclusively for setters that are dialing out and booking appointments for closers.

Person 2: What are some inbound KPIs?

Person 1: Inbound KPIs for the Closer team include measuring daily, weekly, monthly, and lifetime open calendar spots for the following day and today.

Person 2: Can you explain the importance of tracking outbound and inbound KPIs?

Person 1: Yes, We track important metrics such as the number of dials, conversations, sets, closes, and PIFs on a daily, weekly, monthly, and lifetime basis. to have a clear understanding of our progress and to identify areas where we can improve.

Person 2: Why is it important to measure the open calendar spots for the following day?

Person 1: It's important to measure the open calendar spots for the following day because it sets a tangible goal for the setter team to work towards. Knowing how many spots are available for tomorrow allows us to set a target and measure our progress in real-time.

Person 2: Can you explain the process of skill training in sales?

Person 1: Sure, skill training is an essential part of becoming a high-value, high-performance salesperson. To master scripts and improve communication skills, we break down conversations into mini-conversations and work on each line one at a time. Additionally, understanding sales psychology is also critical to success.

Person 2: What are some good resources for learning about persuasion and leadership?

Person 1: One book I highly recommend is "Influence" by Robert Cialdini. Another resource to check out is "The Five Levels of Leadership" and "The 21 Irrefutable Laws of Leadership".

Person 2: Can you explain the importance of tracking outbound KPIs and individual team performance?

Person 1: It's important to have your finger on the pulse of what's happening with your team at all times. Outbound KPIs, such as the number of dials each team member is making, and individual team performance should be tracked on a daily, weekly, monthly, and lifetime basis to understand team performance and set tangible goals.

Person 2: How can tracking available calendar spots help set goals for the team?

Person 1: Tracking available calendar spots for closes can help set tangible goals for the setter team. By knowing how many spots are available for the next day, the team can set a goal and pace themselves accordingly to reach that goal.

Person 2: What is the importance of mastering scripts and understanding sales psychology?

Person 1: Mastering scripts and understanding sales psychology are essential for becoming a high-value salesperson. It involves understanding how to communicate effectively and persuade potential clients to take action. Some resources to check out include "Influence" by Robert Cialdini and "Persuasion and Influencing Skills" by Aldini.

Person 2: Can you explain the concept of the "moment of truth" in sales and how to use it to improve performance?

Person 1: The "moment of truth" refers to a critical moment in a sales conversation where a decision is made. It's important to listen to recordings objectively and put yourself in the lead/client's position to determine if you hit a bullseye or miss in that moment. This can help you improve your language and communication patterns for better performance.