

FOR: Bank Sales Managers

Think You Need a Sales Coordinator? Think Again

Wanted: Sales Coordinator for Commercial Banking

Responsibilities: Manage sales reporting process; coordinate logistics for sales meetings; help teams analyze sales trends; work with Sales Managers on new hire orientations and internal product training; train team members on how to use sales tools; work closely with Training Department on scheduling classroom and web-based sales training

The job description was making perfect sense until I reached the following line: “Ensure that each and every sales team throughout the state is holding effective weekly sales meetings as part of our sales management process and that Senior Management has many opportunities to participate and support our efforts.”

The warning lights started flashing. Is this something that an administrative staffer should handle? Isn't it Senior Management's responsibility to make sure that the weekly sales meetings are effective? How about motivating themselves to participate in the weekly meetings and in sales strategy sessions and in joint calls?

I got the queasy feeling that maybe the Executive Team was succumbing to the next new thing syndrome. *“We've got this sales thing under control, now let's move on.”* Or maybe, they felt that they were not being kept in the loop and needed somebody else to be their eyes and ears regarding sales. Perhaps they really wanted to be more engaged in sales but didn't have a go-to person to figure out the logistics of going on more joint calls. (Many senior officers complain privately that “I tell people to sign me up for important calls on customers and prospects, but I never get asked.”)

Senior bankers have a tendency to try to download their sales management duties to others without the hierarchical power to make things happen. That is almost always a mistake. Whether it's the head of training, a bank-wide sales manager, or a sales coordinator who is tapped with the responsibility to hold others accountable, it usually ends up sending the wrong message to the troops: *“Sales isn't that important.”*

Sales managers need to be held accountable for the results of their teams. They surely need all the support they can get—from HR, trainers, sales coordinators, etc. But what they really need is for Executive Management to be clear about setting expectations,

provide ongoing feedback and coaching, make resources available and hold everyone to a higher standard. Because this never really ends, senior executives can never abdicate their responsibilities to a new Sales Coordinator.

Business guru and philosopher Jim Rohn says, "My mentor said, 'Let's go do it,' not 'You go do it.' How powerful when someone says, 'Let's!'" Sales leaders take note.

