



Panic & Behind Quota

Announcer: Club VITO is on. Your only connection to the very important top officer and unlimited sales success. Your host, Anthony Parinello, is a bestselling author. He's trained over \$2, million sales professionals and 65 of the Fortune 100. This program will take you to sales heaven and keep you out of sales hell. So turn it up. Now here's your host, Tony Parinello.

Tony: Yeah. Hello everybody. It is Tony Parinello. Your best friend, at least most recent best friend that is totally like dedicated to helping you get to the top. Not only of your sales game, but of every organization that you're selling to. I do this process called selling to Vito, the very important top officer. You know, Vito the person with the ultimate Vito power over your sale and everything else that takes place in the organization. And today because it is a very special day. I have with me our business building coach, Steve Daley. So Steve, welcome.

Steve: Thanks Tony. Pleasure to be here as always.

Tony: Yay. Nice to have it. Nice to have you. So, Steve, let me throw this one in your lap. And this is a situation that we ran into last week where we had a member of our community, in panic, so I want to talk to you about panic. And here's the situation. So I'm behind quota and time's running out. So I'm contemplating starting something new in my sales process. So I jump into something new and there's something new isn't quite working as fast as I needed to work to sustain or not sustained, but to a diminished the panic and sustain my career in this company. So did I make a mistake by trying something new? What was the best way to handle panic in seeing the clock ticking right? Running towards the end of my year and being behind quota.

Steve: Okay well the first thing, it doesn't have anything to do with dealing with panic. My first reaction is a selling professional here, has allowed somebody else to rule and run their life by adopting or embracing that the quota is the driving determinant of their future employment. Here's the thing, in most company quotas are a number. Obviously, but usually somewhat arbitrary. It's a rare case where a company and there are some. It's a rare case where a company will take a look at each individual's performance capability and assign a number or work with the individual to set a goal for a number to be achieved.

Most organizations usually from the financial office or driven by influences by the



financial office come up with a number. I would argue that most of the time it's even arbitrary and has nothing to do with any consideration of your capability. And they hang it out there so that theoretically you're going to be motivated to perform. You know, we'll throw the hoop, a little gasoline on it, light it on fire and you jumped through it then you get a cookie. And it's allowing you to surrender into that whole game. Is going to be death to your sales performance.

Tony: Yeah, but it is the game that I'm playing in though, right? I mean I, I took on the job I took on the quota at the beginning of the year. Sure maybe I didn't agree with it, but I say if I don't, if I don't agree with it, I'm done. So I jumped into it thinking I'm going to do it. And so how do you reframe that? I mean, yeah, that's somebody else's number, but to somebody else that's working for somebody else.

Steve: Yeah. Gotcha. So I had this discussion quite often.

Tony: I bet.

Steve: And so first and foremost, it's information, it's not a threat, it's not of the guillotine or diotine. How do you say that? It's information. This is what the company wants me to do. Good to know. Alright? And you shouldn't take it lightly. You shouldn't take it casually, but it's just information. What do you need to do first and foremost to set your goal for what you believe that you can do? Because here's the bottom line. If you get a quota, call it a goal and you don't believe it, you aren't going to do it. You aren't going to achieve it. Plain and simple. So what do you believe that you can achieve is the first question. And you said your goal for that. Next recognize, and I'm being very general here, but recognize it is very uncommon for a person to miss quota and get fired.

Evidence is that now if you do it repetitively over and over again, you just basically aren't performing while you're either selling the wrong thing or the wrong company or you know something's wrong with that. But if you're facing a quota, recognize that there's a lot of statistics on it. Our friends at CSO insights publish survey every year of thousands showing organizations. And year over year they report that somewhere between 48 and 52 percent of all sales organizations miss quota. Now you and I also know that 48 to 52 percent of all salespeople don't get fired every year, right?

So what happens is, you know, the goals are adjusted, strategies are adjusted. There's always going to be something hanging out there that is that your company wants you to perform it. Again, it's just information. I'm not saying you should, you know, shoot low



either. When I've worked with sales people on defining what goals they believe in. It's not unusual for people to come up with numbers that are more than or higher than the quota that the company might give them. But the bottom line is recognized that the game that we're playing creates an unhealthy mindset and less or until you decides what you can achieve and build your goals around that. And this individual sounds like they're letting the company's quota drive their mindset, their behavior, their whole perception of whether they can, you know, achieve or not. And it's making them miserable.

I have some advice for the panic but go ahead. But go ahead.

Tony: Let`s circle back here for a moment. Actually I made a slip here. When you said information for the first time about the quota, I consider it as information. I wrote down Info motion and then the more you talked about it, the more I looked at that word that I created and I thought, yeah, its info motion. I must take motion. I must get into motion based upon the info.

Steve: Sure. Absolutely. Of course you do.

Tony: So that little story, but, now let me. Okay. So I get what you're saying. I totally get what you're saying. It's Zen like, it's difficult to do, not to get all caught up in the panic and the threat into, hey, you know, you got to get on quota. You got to get on quota. The embarrassment when you're sitting in a sales meeting and everybody else are. The bulk of the people are ahead of quota and you're not in. The focus seems to be on everything you do and say whether it's your expense reports or presentations or whatever, the heat gets turned up.

I get all that and I know it's a, it's a, it's a real mindset game and it takes a lot of power and thoughtfulness to move that mindset. Going back to the situation is when you're in this situation, right, and you change your mindset, is it a good time to start trying something new during this period or is it a, is it best to go back to what you know how to do? And just do more of that. Okay. Well, yeah, let's circle back to that.

Steve: Okay. Well Tony, there's really only two times that are smart to try something new. A one time or one circumstances when everything that you're doing just flat isn't working at all over and over again. Obviously that is the definition of insanity. So if this individual is doing what he's always done and it isn't producing or it stopped producing according to his expectations, then that would be a good time to try something new.



Tony: Okay.

Steve: If. Alright. And then the other time is when things are going so wildly great that you can afford to experiment. But if it, and then you can say, well, let's, let's tweak it a little bit or try something different and see if that works even better. That's okay. Doesn't sound like this guy's in that, or gals in that spot.

Tony: He may be, maybe he just isn't doing enough of what he was once doing. So wouldn't be another layer of this thing. Okay. So if what you were doing isn't working, why isn't it working? Let's plug that question into the first, the first part of this.

Steve: Okay. Now that's a good comment. So first, you know there has to be a generous data set of information before you can conclude anything. Right.

Tony: I love it. That makes sense.

Steve: So you know, if you've tried something two or three times and it doesn't work or you tried something, you know, two or three times, then you change the little thing and then you changed another thing. Whereas I call it your, your being the fiddler, you know, then that's a sure setup for frustration. Because you don't have enough information about what's really working.

Tony: So you are a little hectic.

Steve: Tangential

Tony: yeah, that's right. That's right. Okay. So good. So that fits into that first category. So if it isn't working, do you have? And I love this, the words you use the generous Dataset to tell you it is not working then that's time for action. Yeah. Okay.

Steve: Then it's time for action.

Tony: That makes a lot of sense. Okay, perfect. Now, so go ahead. Go ahead.

Steve: Well I was going to say, so now there's a mindset that we want to overlay between the, you know, is it a good time to change. And then the other thing I was saying earlier about the, you know, don't let everybody else's opinion about what you should be doing, run your life. You need to be running your life; you need to be setting



your own goals. You need to ask yourself what you believe. And then go after that, but then that was kind of meld those things and take it to another level.

So this, this now heads into how you handle panic. First you need to find something that does work. Focus on making something work so that you can build on your confidence. You can't be in action and be in panic at the same time. So do something that you believe will work and then determined that that's going to be a foothold.

Now what if it doesn't work well? Then try something a little bit different that you believe will work and then go from there. I'm a little suspicious. I hear, and I obviously don't know the circumstances, but this is sort of a gut check for those listening. I'm suspicious if the individual is trying something that he believes will work or not. If he's trying something he doesn't really believe, then it's not going to work. You know, just like the goals have you set a goal that you can't believe or you don't believe you're not going to achieve it.

Tony: So how do you do that gut check for belief? Is there is like a two-step gut check for belief?

Steve: like there's any magic you just ask yourself, do I believe this is going to work? So, let's take the Vito approach in general. You know, you either believe that start in your sales process at the top, most accessible executive in a company is a strategy that makes sense or you don't believe that. And if you don't believe it, then I really can't help you. There's a lot of evidence that it does work. The profound evidence that it does work. There's a step by step instructions for making it work. If all that information doesn't cause you to believe that it might work for you, then you're not going to work for you.

Tony: I love that. The way you framed that because that you're exactly right. And so if you don't believe in the strategy then tactics aren't going to any tactic you put to that strategies and isn't going to work.

Steve: That's right. That's exactly right.

Tony: That's brilliant. That's very simple because if simply stated. And so now how, how can you wrap this all up in a nice little neat package? Any last thoughts you'd like to give the listener?

Steve: So let's start with where I left off and then it put a little point of emphasis. So you

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can't be in panic and be in action at the same time. Okay? Now, arguably, if a bear is chasing you and you're running, then I guess you can kind of run with panic realistically. And in the game of selling, you're just not going to be productive. You're not going to be effective. Concentrating on, oh my God, Oh my God, the quota. And so again, a go start with what can get my feet moving on that I feel like it's going to produce a result and focus on that. Now, a point of emphasis here. Look I don't want to get into a whole another conversation. Maybe we can do this another day. Spin this up, another day, Tony. But look if you're prone to any of the things, any of the symptoms that we've talked about here.

Then I would encourage you to take a good look in the mirror. The symptoms are you're letting somebody else's idea about what you should be doing with your career and your life drive you rather than you being the one in the driver's seat. Two you're looking at the you got a scarcity mindset. If you're going to fall into panic like this, you don't believe that there's abundance, that there's a massive opportunity is all we got to do is flip the switch called action. Another symptom that I'm hearing here in this whole thing is a focus on being a victim as opposed to being a victor and being somebody that can conquer.

So those things, you just need to look in the mirror and like they say, pull yourself up by the bootstraps and say, wait a sec, I'm in charge of my life and goals. I'm the one that decides what I believe in. I'm the one that takes action. I'm the one that can do something about my current circumstances. Nobody else is going to change it except for me. And when you do that, all of a sudden now you're in control. You're in charge and you're moving.

Tony: Coach Steve, you know when the last few seconds here, as soon as you said I'm in charge, and you went through that whole progression of being in charge and being in charge of my own destiny and being instead of a victim, a victor, I started to sit up straighter.

Steve: Good

Tony: That's empowering words. Those words that you just gave, all of us are very empowering. That's like a mantra that to get us out of the stupor that we think that the world's controlling our destiny or are there are our sales manager, our sales quotas controlling my life. So what a wonderful way to wrap this up. Coach Steve, I hear again, I just so appreciate you know who you are, what you do and how you solve problems for



all of us. Not only in sales but, but this statement of yours, you can't be in panic and be in action at the same time. And then I'll let, unless a bear is chasing you, but I mean that is just a classic life lesson.

Steve: Thanks.

Tony: You're welcome.

Steve: Let's put it to work. What so you say?

Tony: Yeah, I love it Coach Steve. But here again, thanks for being who you are and doing what you do and I'll just leave it at that and we'll see you next time.

Steve: Super. Thanks Tony.

Tony: You're very welcome. Bye. Bye.

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