



Jack Daly On... The Difference Between Good Salespeople and Great Salespeople

Steve Sanduski: Hello everybody. Welcome to another episode of On Your Mark, Get Set, Grow. I'm your host, Steve Sanduski. I'm joined today by my special guest, Jack Daly. Jack, welcome to the show.

Jack Daly: Thanks a lot, Steve.

Steve Sanduski: Jack, you have a pretty phenomenal background. I'm just looking at all the things you've done. You've been a CEO. You're an entrepreneur. You've built six companies into national firms, two of which you've sold to some larger firms. You're a Captain in the US Army. You're an Amazon best selling author. You've led sales forces numbering in the thousands. On a more personal note, you've completed fifteen iron man triathlons. You've completed sixty-eight marathons in thirty-eight different states. You've also played golf on eighty-four of the top one hundred golf courses in the US.

The thing that's most impressive about you is that you've been married for more than forty years to your high school sweetheart, so congratulations.

Jack Daly: Thanks a lot. Bonnie deserves all the credit in terms of the forty-four years and counting. Everything else, when I start to hear an introduction like you just gave me, it just says this guy has a lot of time on his hands.

Steve Sanduski: That's a good question. Where do you find the time to do all these things?

Jack Daly: It's all about time management. Steve, it's all about living life with a purpose and building a process, building a plan. Actually, I have a whole module that isn't requested very often by people, but literally it's called Life by Design. I had the good fortune when I was thirteen years old to have the sense to interview adults that were successful to help me carve my path for success.

I interviewed at thirteen years old two hundred adults on how to do a better job at designing my life. They basically said put your goals in writing, don't pick too many, share them with other people, and put a date when you're going to get them done. That very simple process enabled me to stay focused and get the most out of life I think.

Steve Sanduski: I noticed on your website when you talked about writing down your goals and sharing it with others, you've got them listed on your website. You can see exactly what Jack's goals in detail for 2015 and in previous years.

Jack Daly: Jackdaily.net, if people are listening and want to blow their mind, it really is outrageous what I put on there in terms of my goals. Let me tell you the benefit, Steve. People come out of the woodwork all over the world after looking at them and say, "I noticed that you want to do this. Have you done this yet, because I can make that happen."

I've played eighty-five of the top hundred golf courses, but when I get in front of an audience of owners of businesses and CEOs somehow I just anecdotally mention I'm trying to play the top hundred golf courses in the United States and all of a sudden at the break a guy will come up and give me his business card and say, "Hey, have you played this one? I can get you on." Sharing your goals with others ... We can't help you if we don't know what you want to achieve.

Steve Sanduski: I think that's such a great point. You're right. People don't know what you need if you don't tell them and you don't put it out there. It's also amazing that when you do put it out there how the universe just sort of conspires to make those kind of things happen.

Jack Daly: There's somebody that put a fancy title on that called the law of attraction, right? I call it things happen.

Steve Sanduski: That's right. Speaking of the golf courses, Augusta, have you played that yet?

Jack Daly: It's on the list. I have not played that. You going to bail me out on that?

Steve Sanduski: Not me personally, but I'm sure someone who's listening to this is going to say, "Jack, I can get you at Augusta." What's the other course there that is up in the bay area that's super exclusive? It's not Pebble Beach, but there's another one.

Jack Daly: Cypress.

Steve Sanduski: Cypress Point. Yeah.

Jack Daly: I'm due to play that in two months.

Steve Sanduski: Okay. Excellent. You'll have to tell me all about it. We're not here to talk about golf. We're here to talk about sales. With all the different things that we could talk about, Sales is the thing that I want to hone in on today. Let's start out with what is the difference between a good salesperson and a great salesperson?

Jack Daly: If I can narrow it down to one thing, I'd be a magician. I'm not a magician, but let me give you a couple. One would be this. G-R-I-T, grit. Fifty percent or more of success at sales has nothing to do with product, price, service, strategies or tactics. Half of success has to do with getting up in the morning and saying God bless the competition, I'm going to kick their butt.

I can teach someone all of the other fundamentals, but I have never been able to figure out how to teach somebody how to get up in the morning and want to chew raw meat off the bone. You give me that guy and we could take him all the way to the finish line. I got to start with a great salesperson has got grit. We're right in the midst right now, as you and I were talking a little earlier, in the Final Four Basketball March Madness. Those cheese heads are in there and they are grit. Half of what's going on in that tourney has to do with grit.

There are two other attributes that I would say are significant for a great salesperson compared to the average. One is systems and processes. The best are canned. They figure out what works and they consistently follow those systems and processes that work. You give me the correct systems and processes with a person with grit and I will tell you they're just not stoppable.

The last piece that I would tell you is the differentiator is the best salespeople come prepared. They come prepared. They don't wing it. So many salespeople ... That's what we're offended by when we hear

salespeople as a terminology, is this used car guy out there in the lot winging it. The best salespeople are pros. They come prepared.

Steve Sanduski: When it comes to grit, are you born with grit? Do you develop grit because of your life circumstances? How do you as a sales manager identify grit in a person that you then want to hire?

Jack Daly: There's a lot of questions in there. I'm going to reverse order them. How do I as a sales manager try to figure it out? This is my favorite interview question for a salesperson candidate. When did you first get into sales, Steve, and tell me one or two success stories.

Very often the candidate will start to take me into the resume. As soon as they do, I stop them and say, "No, no, no, no. Something before the resume. I can read the resume without you being here. Tell me something beforehand."

If you were interviewing me and asked me that and you put me in that situation, you'd hear something like this. We got some choices, Steve. I can go all the way back to when I was seven years old and that was my first selling job. I owned the market and charged twice the price of every kid I competed with. Or we could go to twelve and at twelve years old I took a business and started selling and I went from thirty-two customers to two hundred and seventy-five in one year. I didn't want to deliver all of those newspapers so I hired five kids to deliver the papers for me that would free me to sell more customers. I made seventy percent of the money and they did a hundred percent of the work. Which one would you like me to go into detail with?

If you chose either one, by the time I'm finished my story here's what I'm going to tell you. This interview is over. You got ...

Steve Sanduski: You're hired.

Jack Daly: Yeah. People call it the interview. I call it the inner view. I'm trying to find out what's inside this guy's core being. That's what I think is really, really critical.

We go back to the other question you asked, which was are you born with it or can you get it later on in life? I don't know the answer to that. I would tell you that our son is thirty-six and Adam has a business that he has built. In the last two years, it has now become in the top five companies in the world in his field, but I would tell you prior to this success, and my God, is he demonstrating grit right now, but prior to that

Adam was floating through life like a piece of garbage at sea. Didn't have the grit, didn't have the stomach, didn't have what it took to get to the finish line. Now he has it.

Did he learn it? Did he hone it? Did he say this is what I need to do? Did he get kicked down in the face so often that he figured out that he hit the bottom and now it's time to get grit, or was it just slow in evolving? I don't know that.

Steve Sanduski: Or did he find purpose? Did he find a reason that got him out of bed in the morning?

Jack Daly: Nice pickup there. When I do my sales workshops around the world, the very first thing that I open with is if you're not passionate about what you do quit. What I have found in my life, whenever I find myself in a place of passion I'm happier, the people around me are happier, and this is the bonus, money somehow tracks you down when you're in your place of passion.

Steve Sanduski: Outstanding. What are some questions that you can help people ... I know we're straying a little bit from the sales, but what are some questions that people can ask themselves if they find themselves just floating around without that purpose? Are there some questions that can really zero in and help you think about what it is that would get you excited and jumping out of bed in the morning?

Jack Daly: I think it really has to do with exactly that. What does produce that passion in you that gets you excited? That's the question. You need to take that proverbial walk in the woods and search for that. The number of zombies that we have going on in the world going to work each day, the proverbial 5:15 in the inner cities look like there's a bomb scare and everybody is running toward the train station to go home. Those people clearly are not passionate about what they're doing. Otherwise, they wouldn't have all uniformly found themselves in the same place.

What I want to know as an individual is what turns my jets on. Let me give you a great example. I was incredibly well, well, well taken care of in a publicly traded company. I was the CEO. I had a seven figure income, all of the goodies in terms of helicopters and jets and chefs and Laker tickets on the floor and all that kind of stuff, but I hated what I was doing. One day I just pulled the plug and said, "The heck with it. I'm going to pursue my passion, which is sharing business building ideas with other people."

Let me tell you about grit and passion. My first year, I worked harder than I had ever worked in my entire life after leaving that cushy, nice job paying really well and I made less than fifty thousand dollars. The second year wasn't a lot better. You have to really fight through whether this is what you really want to pursue. When I had my discussion with my wife, Bonnie, and said, "I'm always being courted to go back into that other world, do you want me to go there," she said, "No. You're not really happy at doing that and I've known you my whole life. You'll figure this thing out. Pursue your passion."

We finally figured it out and today I can tell you I'm so excited. I only work a third of the year. My wife and I travel all over the world. The income is back in the very big number and I'm making a difference with other people. I hate to go to bed at night and I can't wait to get up in the morning. That's passion.

Steve Sanduski: That is passion. I can hear it come through in your voice. Jack, you talked about grit in terms of what's the difference between a good salesperson and a great salesperson. You also mentioned systems and processes. Tell me a little bit about that.

Jack Daly: There are a variety of things that we could put into place that are not mysterious. For example, pro active pipeline management, some way to inspect the baskets. There's a basket of prospects, people who have never done business with us. Our customers, people who occasionally do business with us. Clients, people that regularly and ongoing do business with us. Each one of those three baskets should be inspected at least once a month by someone.

Who's your number one prospect? Who's your number two prospect? Who's your number three prospect? When did you last touch them? How often have you touched them in the last ninety days? In what ways are you touching them? What's standing in the way of that person becoming a customer of ours? That rigor, that process should be institutionalized within a salesperson's discipline, whether a company is doing it for them or not.

The second system in process would be goal focus. I call it backward thinking, reverse engineering; define success and chart back to the present. There are four key component parts of a very effective system when it comes to goals.

One, they need to be in writing. Two, we need to have a written plan on how we're going to achieve those goals and it needs to be activities

driven. Third is a system of measurement, because things that get measured get done. Fourth is a system of accountability, because we all know that we raise the bar in performance if we have someone calling us out and holding us accountable.

The third system I would tell you, and we'll just stop at three; the third system I would tell you is the importance of a touch system. The most recent data that we have, Steve, is that it takes nine touches before a prospect knows that you exist. The interesting thing when you peel that one back is that most salespeople quit at five or less. They haven't even heard you. You've wasted your investment of time and money and energy because you haven't gone far enough.

The other problem with the touch is that most salespeople and sales organizations are trying to sell people and people don't want to be sold. Their touches are all about their products, their services and their company. What we should do is we should touch them in a variety of different methods, which means personal visits, phone calls, emails, voice mails, all of that type of thing, and touch them with other things.

Touch them with things that could help them in their business. Touch them with things that are industry specific in their business. Touch them with things that are personal. Touch them with things that are fun. If we mix up the medium and we mix up the message and we do it with a construct of sales, which is help my customers with their needs, opportunities and problems and forget about selling your stuff, then all of a sudden you've just changed the game of sales in your favor.

Those systems do not come necessarily naturally to people, and as a result sales leaders need to make sure that they're instituting them, implementing them, and having consistency throughout the organization with them.

Steve Sanduski: I'm glad you touched on the touches, no pun intended there. It's not all about just getting my product in front of your face. Today a lot of it is about content marketing. It's about educating your client. It's about providing them with information that can help them solve their problems. By you positioning yourself as this authority, this expert, when the need arises on their end then the first person they're going to think of is you because you've been there providing them with great ideas, information and content to solve their problems.

Jack Daly: Let me take it a step further. You're right on the money. Here's the definition. Help your customers with their needs, opportunities and

problems in the best way that you can; watch this one; even if it means not you, because when it does come your turn they'll come to you in droves. I will tell you that thirty percent of the calls that come in to our company inquiring as to whether I will do the work that they're seeking ... Thirty percent of those calls, we then put into a trusted person or resource that we know will deliver the goods better than me.

For example, I get calls about compensation design. I've done comp plans before for salespeople, but I know people that will get it to you quicker, cheaper and better than I will, so why would I not do that and give it to you? I get calls to be the CEO coach of companies. I think I'd be damn good at that, but it's not something that I'm passionate about so I pass that kind of business on to people that I trust will give that service and give that customer a superior return on investment.

What's interesting about this process, and it's not done to manipulate or done with this intent, but what's interesting about this process is when you care more about the customer than you do about the sell, you end up selling more than anyone else out there. The person that called me for comp plan design I send away, but twelve months later they call and want to hire me to do sales training. Perfect. That's my wheelhouse.

When they called me for sales training I asked how many other people did they call and the answer is no one, because they trusted me. At the end of the day, selling is the transfer of trust and I earned their trust by caring more about them than I do about the sell.

Steve Sanduski: I think that's such a great point, that last thing that you said there. Selling is about the transferring of trust. Is that what you said?

Jack Daly: Absolutely.

Steve Sanduski: Yeah. Yeah. That's great. I'm so glad to hear you say that you will refer people that call you to other folks that you know can do a better job and can do it less expensively, because that is such a perfect example of how if I'm a consumer and I'm calling you because I have a need and you say I could help you but I know there's someone else who could do a better job, all of a sudden you've just been elevated in my mind because you're not out just to try and milk me for whatever I'm worth. You're out truly for my best interests. I think that's such a great point.

Jack Daly: Steve, before you go somewhere watch this one. Bonnie and I have been married for forty-five years. We've lived in twenty-five homes, so there's a very patient partner. I will also tell you in the community that we live in

today we had a realtor that we were working with and he said, "Hey, listen. I want you to go look at a couple other properties that are new developments. I'm not involved in them. They have their own sales staff. These are brand new developments, but I think based upon what you might be looking for, they might be the better fit."

As we went on our journey to look at those places, Bonnie and I had this conversation in the car and just said can you believe that guy just did that? We'd never met a real estate agent that ever has done that. The places were nice, we enjoyed them, but at the end of the day we were really not interested in the whole new landscaping, new home development type of deal. We ended up buying the house that I'm speaking from today. We've been here for ten years. We loved the fact that Doug put us in this home and we wouldn't think of anybody else other than Doug for that.

Steve Sanduski: It sounds like Doug may have been listening to some of your programs in the past?

Jack Daly: Maybe he had it well before me, but however he got there, he got in a good place.

Steve Sanduski: That's great. We talked about grit. We talked about systems and processes. The third thing you said that is the difference between a good salesperson and a great salesperson is they come prepared. Tell me how can salespeople be prepared for the sale?

Jack Daly: Sports teams are run better than most businesses. I want that to sink in because that was a painful, painful spear. Sports teams in any sport at any level are run better than most businesses. As a salesperson, I tend to think of myself as a business in and of myself. Here's what I know about sports teams. They build the processes and systems. Every one of those teams that are going to the Final Four in college basketball have their systems, their processes. I will tell you there wouldn't be a coach out there in any sport that would put their players on the field without the playbook; without the playbook of systems and processes that will increase the probability of them winning the game or having success.

The other piece that I would tell you is they wouldn't put their players on the field without preparation, practice and training. As a salesperson, I say to them where are you practicing today? When I'm in front of my audiences, the looks are the deer in the headlight and I'm going, "If you're not practicing inside your company in some way, then tell me where you're practicing." Everybody starts to laugh and go we're

practicing on our customer. Do you look at your watch and say, "Hey, 4:00. I got time to practice on another one." Practice inside to get better outside.

I could take two other sales people and we could meet at Starbucks for fifteen minutes two, three, four times a week before we get our day started and the three of us ... One person would be the prospect, one person would be the sales person and one person would be the observer and we would do role practice. After we do that, we'd have a debrief and then we'd go on with our day. If I were to practice three times a week for fifteen, twenty minutes a day and I did that for the next two or three years, I don't think anybody is going to get in my way. There isn't anything that's going to come about that I'm not going to be prepared for.

Let me give you another example beyond role practice. It's something that I call the success guide. The success guide says this. There's hardly anything that goes on on a sales call that you couldn't anticipate before you get there. As a result, there's no reason to not be better prepared.

For the listener, here's a couple things I would tell you. I ask my audiences, "How many objections do you think are out there?" As soon as I ask it, it's this. Infinite, millions, thousands. Then I put the number twelve on the flip chart and say, "I'm buying cocktails for the whole room for an hour if you can get more than twelve up there." I've never bought cocktails.

There's a mental state in sales that says there's this unending list of objections. The reality is it's typically less than a dozen. If it's less than a dozen, why not figure out what those dozen are and then figure out what the best darn answer to those would be and then get skilled at giving that answer with confidence consistently? I know all the top producers, and I mean this very affectionately to them, they are canned. What I mean by that is they say the same thing the same way each time they encounter a certain situation. The beauty of them is they don't sound canned. It sounds like it's the very first time they've ever said it, but they've figured out what works.

I'm not talking about a telemarketer with a script. I'm talking about somebody that really has deep down got it. The way you get that is figuring it out and then practicing it and getting it to become a part of you. I do iron mans, as you mentioned. At fifty-eight years old I didn't know how to swim. When I learned to swim, my coach said we've got to get the technique and then you have to practice. You have to practice a lot. I swam over five hundred thousand yards in the pool my first year.

What happens is you build it into your muscle memory and the strokes then become automatic and you never think about the execution any longer. Exactly what I want for sales people.

The success guide, what are the objections? The key to selling is to be a good listener. If you're going to be a good listener, that means you need to ask good questions, just as you are on this podcast. What are the questions we ought to ask on the sales call and then practice them in our sessions. How about this very simple thing; why should I do business with your company? I ask people that all over the world and I get the same generic answer. Good service, experience, knowledgeable, competitive.

Wait a second. If I had your competitor in front of me and I said why should I do business with them, wouldn't they tell me the same thing? Why not before you go on a call figure out what your differentiators are with specificity, with clarity, and then build them into your role practice. There's so many ways to prepare, but what happens in most businesses is we hire a salesperson and we give them the three-part program of training. Here's your cards, here's your territory, kiss, good luck baby and go for it. Then after three months we wonder why they're not delivering the results. It's because they're not prepared.

Steve Sanduski: Yeah. Talking about preparation, I know that you're a fan of John Wooden, and I had read somewhere that every year he would start the first practice by saying something like, "Today we're going to learn how to tie our shoes."

Jack Daly: Absolutely. Took their shoes and socks off, put their socks on correctly and tie their shoes. It is about the basics, nothing fancy.

Steve Sanduski: It is amazing. I've been on calls before where people will say, "Yeah, I've heard that before, Steve, but can you give me some of the advanced concepts?" The reality is you're not going to succeed at the advanced ideas if you don't get the basics down first. You'll beat ninety, ninety-five percent of your competition just by doing the basics because those folks aren't doing the basics.

Jack Daly: I went to a school called LaSalle in Philadelphia. In 1969 when I was there, which I just told everybody how damn old I am, but nonetheless ... We were twenty nine and one. We were second in the country. This is in basketball again. That was during the John Wooden era. The team has got a two on one fast break, two guards. One of the guards throws a behind the back pass perfectly to the other guard and finger rolls it in for two. Wooden calls time out and benches the behind the back kid for the

rest of the game because it wasn't the basic which is what his system and process was, and they with basics won nine out of ten years the national championship.

Let me go one other point. People all over, Steve, are asking me this question, what do you think the best contact management system out there is? Here is my uniform answer. The one that they will use. Quit asking me for the sharpest tool in the drawer because, quite frankly, no matter how many gidgets and widgets we have in the contact management system, we're probably only going to utilize ten percent of its capacity. Get one that people will be comfortable with, will use consistently. Again, focusing on the basics is the key.

Steve Sanduski: Let's just summarize here. When we're talking about what's the difference between a good salesperson and a great salesperson, one is you've got to have grit. Whether you're born with it, whether you acquire it through your life circumstances or you just decide one day I'm sick and tired of the way things are going. I'm going to raise my standards. I'm not going to settle for what I settled for in the past. I'm just going to go after it. That's one.

Second is we've got to have systems and processes, and you gave us some great ideas on that. The third is you've got to be prepared and you've got to understand that it is about executing on the basics. If you can execute on the basics, you're going to be ninety, ninety-five percent of the way there. Would that be a good summary?

Jack Daly: I love the summary. Good listener. Thank you.

Steve Sanduski: Okay. Jack, you've given us some great advice. Where do you turn for advice?

Jack Daly: Let me give it to you this way. I have three people that are coaches in my business and all three of them were chosen because they raise my bar. They've been in places that I'm still trying to get to and they're no-nonsense type people. I've got a very forceful personality and so I need people that are going to be able to push me around and do it without backing off.

I don't necessarily follow everything that they tell me, but I'm soliciting their input regularly and ongoing. That's three on my business life. I have five on my personal goals and I call them the board of directors of my life. I meet individually four times a year individually with each one of those, so that's twenty visits over the year over lunch on my personal goals.

Literally we bring them in writing and go line-by-line to make sure that I'm doing what I said I was going to do.

If you haven't seen this, on my website, Steve, under this tab called Life by Design, I have a six-page report single-spaced that I do annually for my board of directors on what worked, what didn't work, and how we're going to make next year even better. That's my annual that I publish, but I actually do them quarterly for them.

That's five on my personal life. Triathlons are a big thing in my life. I've done fifty-three in total and fifteen iron mans. I want to be better at the iron man sports, so I have a swim coach, a bike coach, a run coach, an overall triathlon coach, a nutrition coach, and I also have a strength training coach; six coaches on my sport.

Here's the message. I don't need to recreate the wheel. All I need to do is find people that have already figured this stuff out and I will leverage them and accelerate my skill set in whatever field I'm pursuing.

Steve Sanduski: It's pretty clear that to get the level of success that you've achieved it's not going to happen on your own. You're tapping other people that have been there, done that, that have particular expertise in certain areas and that can help guide you. Again, you may not take all of their advice, but the advice coupled with the accountability, and I'm assuming there's a big accountability factor in there as well ...

Jack Daly: Yep. Absolutely. These folks are tough. They are committing their personal time to me. I know when I'm coming and meeting with them. There's no way that I'm showing up and saying I didn't get anywhere with any of that. The guys will toast me, and I'm not talking about with a glass of champagne. I'm talking about burning me at the stake.

Steve Sanduski: That's right. Fantastic. Jack, this has been great. Appreciate the advice that you've shared with us to day. Is there anything that I haven't asked you that you'd like to share?

Jack Daly: Yeah. I'm always asked this. How do you motivate salespeople? How do I motivate my salespeople? I have a very, very simple answer for that, and that is hire them that way. There's no bag of sprinkle dust that we're going to spread on somebody and say poof, you're motivated.

Here's the question I would ask. If anyone listening to this podcast hasn't figured out whether I'm already motivated, I mean I get up in the morning and I'm ready every single day. The only thing that you need to

do is get the hell out of my way so that I can pursue whatever it is I'm pursuing.

You go and look for a person that's already motivated, then you create a culture in your business where it unleashes this motivation and becomes this incredible power. Hire motivated people that care and will take care of your customers.

Steve Sanduski: Jack, this has been phenomenal. You've given me some great ideas for some future podcasts. I'm sure we'll have you back on in the future to talk about some of these other ideas. Appreciate your time and I wish you continued great success in all that you do.

Jack Daly: Thanks, Steve. It was absolutely a blast.