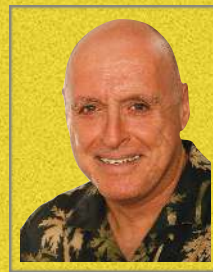


# THE EXTRA POINT

BY JERRY ROBERTS



## # 366 What Counts is What's Best For the Team

You're the CEO of the leading company in your field and you've been number one ever since Jennifer joined the team. She's the best salesperson you've ever known and has been the biggest reason for your success. Now, recent employee resignations can be traced to her and you realize you're faced with a problem. I'm Jerry Roberts and today we look at how much we'll put up with before we think of firing our top performer. That's next on The Extra Point.

Paul built his company from the ground up, sweated for years while developing a solid reputation. Yet, growth was slow until Jennifer was hired to sell. She was aggressive and talented, worked incredibly hard, and overall sales doubled in her first year. By the end of her third year the company was outselling everybody and Jennifer was personally responsible for bringing in just over 55% of the company business, out of a sales team that numbered eight.

That's a huge percentage for a single salesperson and the only thing larger than that percentage was her ego. At the beginning she was soft-spoken and got along well with everybody in the office. Now, relations were strained and arguments were frequent. Jennifer had alienated almost everybody with demands that admin staffers give her special treatment and yelled at them when they refused. Two admin assistants had resigned over the abuse directed at them. At first, Paul tried to smooth over the troubles by bringing all parties together to discuss common issues. That helped for a week until the next eruption.

Paul's company had tripled in size since Jennifer came aboard, and he now had almost 100 employees. He had the manpower and expertise to take on bigger projects and the future was bright, and he didn't want to confront Jennifer about her disruptive behavior. He was afraid she'd walk out.

Two months passed and problems continued, but still Paul didn't deal with the situation and tensions were high in the office.

Then, two promising young salespeople came to him and resigned. Paul was shocked to learn that Jennifer had told them they would lose some of their accounts to her because she was more likely to deliver results. No such decision had been made and Paul had had enough. He called a meeting with Jennifer for the end of the day to let her know she had to change.

At first Jennifer disputed the claims of the two salespeople, then told Paul that she should be treated better because she had essentially built his company for him. Without her sacrifices, she said, Paul would have a tiny team and still be struggling. He took a deep breath, told her she was right, thanked her for everything she had done...and calmly fired her.

Paul then persuaded the two salespeople to stay, and divided Jennifer's accounts between the whole team. Morale improved and peace was restored. Jennifer dropped by a couple of weeks later to tell everyone she was now selling for their largest competitor. They wished her well, silently figuring she'd likely soon cause havoc at her new company.

Paul had learned that one person, no matter how valuable, cannot be allowed to hold an organization hostage to their whims. Star players are great and we want them, but in the end, what counts is what's best for the team.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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