

CONTENTS

ACKNOWLEDGMENTS	ix
<u>CHAPTER 1.</u>	
Transitioning to Sales Management: New Responsibilities and Expectations	1
Going from “Selling” to “Managing”	1
Understanding the Current Sales Culture	4
Understanding Who Is on the Current Team	8
The Challenges of Being on Two Teams at Once	12
Embracing Change	15
The Big Picture—Short- and Long-Term	16
What’s Next?	18
<u>CHAPTER 2.</u>	
It’s All About Communication	20
Listening Skills	20
The Theory Behind Communication Styles	22
The Origins of DISC Theory	23
The Four-Quadrant System	26
How Roles and Situations Affect Your Style	37
Working with People with Different Styles	38
Strategies for Improving Communications	39
Running an Effective Meeting	42
Presentation Skills	45
<u>CHAPTER 3.</u>	
Sales Planning: Setting the Direction for the Sales Team	48
Aligning the Corporate Strategy with the Sales Team	48
Where Sales Fits in the Corporate Structure	50
The Customer-Centric Organization	51

Marketing's Relationship to Sales	56
Creating a Plan	63
Characteristics of a Good Plan	64
Continuous Planning	70
Assessing the Business	70

CHAPTER 4.

Time Management, Territory Planning, and Sales Forecasting	75
Time Management	75
The Art of Delegating	80
Sales Territory Planning	85

CHAPTER 5.

Recruiting, Interviewing, and Hiring the Very Best	98
Enhancing Your Current Team	98
Developing Specific Criteria for the Selection Process	99
Optimal Sources for Recruiting	104
The Number One Rule in Recruiting: Constantly Recruit	112
Ensuring a Positive Interview Process	113
The Written Offer	122
Firing Is Inevitable	126

CHAPTER 6.

Building the Environment for Motivation: Compensation Plans, Recognition, and Rewards	128
Classical Motivation Theory	129
Sales Compensation and Incentives Planning	140
Benefits and the Total Compensation Package	151
Nonfinancial Incentives—Rewards and Recognition	152

CHAPTER 7.

Training, Coaching, and Counseling: When and How to Apply Each	157
Methods of Training Based on Learning Styles	157
The Core Concepts of Reinforcement	162
The Development of Winners	167

Contents	vii
Coaching and Counseling	179
Goal-Setting Sessions	179
<u>CHAPTER 8.</u>	
Stepping Up to Be a True Leader	187
The Characteristics of a Team	188
Matching Your Team with Your Customer's Team	190
The Evolution of a Team	194
Time to Lead	195
INDEX	207