## INDEX

accounts

change of value of, 92 core customers vs. prospects, 88 exit strategy for, 90-91 high- vs. low-value, 89, 91 ranking of, 87-89 adapting, to other people's styles, 38 adjourning stage, of team development, 195 AMA DISC Survey, 24 audiovisuals, proper use of, 46 auditory learners, 159-160 aversive stimuli, 163 disadvantages, 166–167 awareness, levels of, 158-159 behavioral questions, 116-117 benchmarking, 73-74 internal vs. external, 73-74 benefits, types of, 151-152 brainstorming, 72 business assessment, 70-73 benchmarking, 73-74 campus recruiting, 104-105 through CD-ROM presentations, 105 through the Internet, 105 through video conferencing, 105 candidate selection, 99-100, see also interview; recruiting and job description, 102-103, 122-123 and sales skills model, 100-101 criteria for, 99-100 weighted ranking, 100-101

candidates checking references of, 124 embedding of, 123-124 screening of, 124 career aspirations, 18 Careerbuilder.com, 106 change handling, 15 impact on team, 15-16 tips for coping with, 16 coaching, 179 goal-setting, 180-184 communication importance of, 20 improvement strategies, 39-40 settings, 41 communication styles, see also DISC profiles adapting to, 38 awareness of, 47 complementing, 38 effect of roles on, 37-39 influences on 40-41 intensity of, 39 of leaders, 201 working with different, 38-39 company Web site recruiting, 107-108 compensation commission only, 148 determining factors, 149-151 draw, 149 need for equity, 151 nonfinancial, 151

compensation (continued) salary only, 147 salary plus bonus, 148-149 salary plus commission, 148 compensation plan benefits of. 141 elements of, 143-144 key measures, 144-147 terminology, 144 weighted factors, 146-147 competitive product/service analysis, 59 complementing, other people's styles, 38 consultative selling, 150 contact log, 93 Contemplative pattern (DISC) communication style, 37 strengths and weaknesses, 35-36 wants and needs, 36-37 writing style, 37 contingent staff recruiting, 105-106 corporate strategy, alignment with sales team, 48-50 corporate structure and sales planning, 50 customer-centric, 51-56 reporting relationships, 51-53 counseling, 179 cross-functional teams, 192-193 culture, 4-8 alignment of, 5-6 of company departments, 7 of industry, 6 of organization, 6-7 of sales department, 7 customer's teams, 190-191, 193-194 customer-centric structure benefits, 54-56 supplier/customer integration, 55 delegating up, 84-85

delegation and job enlargement, 81 and job enrichment, 81–82 benefits of, 81 do's and don'ts of, 83

performance standards for, 83 rewards for, 84 training for, 83 delegation skills, lack of, 80 Directing pattern (DISC) and delegation, 81-82 communication style, 29-30 strengths and weaknesses, 28-29 wants and needs, 29-30 writing style, 30 DISC dimensions, 27 DISC profiles, 24 advantages, 24 and training, 162 changing of, 24 effects, 25 four-quadrant system, 26-38 DISC theory, 23-24 disciplinary problems, 185-186 legal considerations, 186

experienced salespeople as resource, 11 management of, 11–12

fear-generated power, 196
firing
 see termination
focus groups, 61
forming stage, of team development, 194
friends, management of, 9–10

gain-generated power, 196 Glocap.com, 106 goal-setting basic steps, 180–184 developing SMART goals, 183–184 follow up, 184–185 setting stage for, 181–182 setting strategic direction for, 180–181 goals, 67–68, *see also* SMART goals corporate, 67 departmental, 67 objectives, 68

## Index

personal business, 67 setting of, see goal-setting Herzberg, Frederick, 130 hierarchy of needs, 129-130 Hotjobs.com, 106 incentives. see also motivation and sales meetings, 154 need for consistency, 155 nonfinancial, 152-153 work as reward, 153 incentives plan, see compensation plan Influencing pattern (DISC) communication style, 32 strengths and weaknesses, 30-31 wants and needs, 31-32 writing style, 32 internal candidate recruiting, 111-112 internal motivators, 131, see also motivation aesthetic, 133-134 economic, 137-138 identification of, 139-140 political, 135-136 prioritization of, 138-139 social, 134-135 structural, 136-137 theoretical, 132-133 interview avoiding leading the candidate, 119-120 avoiding stereotyping, 118 being consistent in, 125 candidate's questions, 121 conducting the, 114-115 importance of listening, 119 process, 113-119 professional environment for, 117 prohibited questions, 125 reaching final decision, 120-122 résumé review, 113-114 sample behavioral questions, 116-117 sample motivational questions, 117

sample technical questions, 116-117 styles to avoid, 115 interviewers, multiple, 123 job description, 122-123 contents of, 102-103 job fairs recruiting, 108-109 joint sales calls, 175-178 deciding factors, 176 feedback, 178 proper planning of, 177-178 kinesthetic learners, 160-161 leaders as good communicators, 201 as good listeners, 201 as innovative thinkers, 199-200 as managers of power, 196-197 as mentors, 198 as risk takers, 203 as strategists, 197-198 as visionaries, 197 born vs. developed, 195-196 ethical standards of, 203 honesty of, 198-199 leading by example, 202 positive attitude of, 204 self-awareness of, 202 win-win mentality of, 200 work/life balance of, 199 leadership, steps toward, 204-205 learning style and training, 162 auditory, 159-160 kinesthetic, 160-161 levels of awareness, 158-159 visual, 161-162 listening attentive, 21 inattentive habits, 21 skills, 20-22 tips for better, 22 management of experienced salespeople, 11-12

management (continued) of former peers, 8-12 of friends, 9-10 of nonallies, 10-11 transition to, 1-2 market research, 60-62 focus groups, 61 observational, 61 secondary, 61 surveys, 60-61 marketing new product/service development, 62 pricing decisions, 62-63 relationship to sales, 56-63 role of, 57 marketing organizations, 57 marketing tools competitive product/service analysis, 59 market research, 60-62 product/market analysis, 59-60 SWOT analysis, 58-59 Marston, William M., 23 Maslow, Abraham, 129 meetings criteria for, 42-43 leading effective, 44 preparation for, 46 presentation skills, 45-46 Q&A tips, 47 rules for planning, 43-44 micromanagers, dealing with, 13-14 mission statement, 65-66 corporate-level, 66 department-level, 66-67 Monster.com, 106 motivation, see also internal motivators corporate impact on, 141 departmental impact on, 142 financial rewards as, 138 Herzberg's theory of, 130-131 hygiene factors, 130-131 individual impact on, 142 internal motivators, 131-140

Maslow's theory of, 129-130 Spranger's theory of, 131-132 motivational questions, 117 Myers-Briggs Type Indicator (MBTI), 24 National Automated Merchandising Association (NAMA), 110 new product/service development, 62 newspaper ads recruiting, 109 nonallies, management of, 10-11 norming stage, of team development, 194 - 195objectives, 68 observational research, 61 on-the-job training, 175-179 through joint sales calls, 175-178 online job sites recruiting, 106-107 peers, former, management of, 8-12 performance management, purposes of, 147 performing stage, of team development, 195 planning, see also sales plan brainstorming, 72 business assessment, 70-73 continuous, 70 decision making, 71-72 identifying stakeholders, 72-73 position power, 8-9 power, categories of, 196 presentation skills, 45-46 pricing decisions external factors, 62-63 internal factors, 63 product/market analysis, 59-60 questions behavioral, 116-117 motivational, 117 open-ended, 182 technical, 116-117 recognition nonfinancial. 152-153 of teams, 155

## Index

recruiting, see also candidate selection; interview from company Web site, 107-108 from contingent staff, 105-106 from job fairs, 108-109 from newspaper ads, 109 from online job sites, 106-107 need for ongoing, 112 of internal candidates, 111-112 on campus, 104-105 sources for, 104 through outside agencies, 109-110 through referrals, 111 through trade associations, 110 using outside agencies, 109-110 recruiting firms, 109-110 references check, 124 referrals, 111 reinforcement in training, 167 principles of, 164-166 Skinner's theory of, 162-163 reinforcers, 163 relevant goals, 68 reprimands, 173 résumé limitations of, 119 review of, 113-114 salary, see compensation sales relationship to marketing, 56-63 role of. 56 Sales and Marketing Management, 110 sales culture, see culture sales forecasting, 93-97 external factors, 96 following directions for, 95-96 providing incentives, 97 role of other stakeholders, 95 sales manager's responsibility for, 94 - 95sales management model, 4 sales manager as leader, see leaders

career aspirations of, 18 communication style, 22-23 core skill areas, 2-3 expectations of, 18 long-term focus, 18 short-term focus, 17 team leader vs. team player, 12 traits, 2 sales meetings, 154 sales organizations, 57 sales plan characteristics, 64 constituents, 49 creation of, 63-64 flexibility, 69-70 goals, 67-68 mission statement, 65-66 preparation, 49-50 strategies and tactics, 69-70 tracking of, 69, 184 vision statement, 65 sales professional core skill areas, 2, 3 traits. 2 sales reports contact log, 93 content, 93 sales skills model, 3 and candidate selection, 101 sales team, see also teams alignment of strategy with, 48-50 evaluation of, 98-99 management of, 12-14 sales territory 80/20 rule, 90 forms of, 85-86 major vs. global accounts, 86 ranking of accounts, 87-89 team selling, 86 sales territory planning, 85-97 sales forecasting, 93-97 salesperson A-B-C categorization of, 169 building confidence of, 172 compensation of, 147-149 typical traits, 2

secondary market research, 61 Selling Power, 110 sincerity-generated power, 196-197 Skinner, B.F., 162 SMART goals, 67-68 delegation of, 82 development of, 183-184 Spranger, Eduard, 131 stakeholders, identification of, 72-73 storming stage, of team development, 194 strategies and tactics, 69-70 Supportive pattern (DISC) and delegation, 82 communication style, 34 strengths and weaknesses, 33 wants and needs, 34 writing style, 35 surveys, 60-61 SWOT analysis, 58-59 team selling, 86

teams, *see also* sales team assessment of, 189 cross-functional, 192–193 defined, 188, 192 impact of change on, 15–16 matched with customer's team, 190–191 member responsibilities, 190 mission of, 189 setting SMART goals for, 189–190 stages of development, 194–195 transactional, 191 types of, 188 termination documentation for, 126 HR involvement in, 126 reasons for. 126 time influences on, 76 value placed on, 77-78 time management, 75-79 breaking down priorities, 77 dealing with drop-ins, 78-79 dealing with other projects, 79 putting out fires, 79 strategic plan for, 76 training cycle, 167-168 developing winners, 167-168, 173 - 174focus on best producers, 170 motivational environment for, 178 - 179of existing team members, 169-174 of new team members, 168-169 on-the-job, see on-the-job training recognizing learning speed, 174 reinforcement in, 167 to provide motivation, 172 to provide skills, 172 Tuckman, Bruce, 194 vision statement, 65

visual learners, 161–162

written offer, 122-123