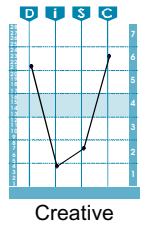




Managing Sample in a Sales Environment

All people are not the same. A management strategy that is very effective with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly both in lost time and lost sales. This section provides a starting point for developing sales management strategies based on Sample's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Sample in his specific sales environment.



NOTE: The combination of behavioral tendencies that make up Sample's profile may appear to be contradictory due to the conflicting nature of the tendencies. Many people with this combination find that some of the information listed more accurately describes them than the rest of the information. Upon closer examination, they find the other information represents behavior that is potential but not used routinely.

Developing

- Demonstrate the behaviors desired in a logical manner, explaining the rationale for each procedure
- Check for his understanding at key points by asking him to describe his understanding of what is required
- Provide him the time to process the information and practice the necessary skills on his own
- Be available to respond to questions and to provide additional explanations
- Define time limits for him to develop adequate skill rather than perfect mastery
- Help him become productive as quickly as possible
- Show him the simplest, quickest, most practical way to get results and meet his sales goals
- Emphasize primarily the key details which will be necessary to get sales results
- Define clearly the limits of his authority and the resources available to him for achieving sales results

Motivating

- Create opportunities for him to demonstrate his expertise in product knowledge or selling techniques
- Recognize his efforts in creating high quality results for his customers
- Provide situations where his logical and systematic efforts will contribute to the long-term success of the organization
- Solicit his thoughts and ideas about what can be done to improve sales and service quality



Managing Sample in a Sales Environment

Motivating (Continued)

- Provide opportunities for him to work independently
- Allow him to direct the efforts of others for achieving significant results
- Offer him flexible options for achieving results
- Provide him challenges and opportunities to "win"

Giving Recognition

- Use concise, accurate, specific statements (preferably in private) about his competence
- Acknowledge how his use of logic, efficiency and attention to quality have contributed to success with his customers
- Compliment his tactful, discrete or subtle approach to handling difficult situations with customers
- Recognize his ability to remain calm and detached in emotionally charged situations
- Use brief, direct statements focusing on his achievements, results and demonstrated ability to be a leader in his field
- Acknowledge his ability to handle difficult customer situations successfully
- Recognize the unique or innovative nature of his thoughts, ideas and/or actions

Coaching/Counseling

- Take time to reduce his potential defensiveness by acknowledging areas of his competence in selling, handling customers or product knowledge
- Specify the needed change, explaining why the change is necessary
- Clarify the expectations for performance, establishing a specific, agreed upon, measurable, standard for sales results
- Keep the discussion factual, logical, accurate, and impersonal
- Provide him an opportunity to think about the situation before he has to respond with a plan of action
- Get a clear commitment from him for specific actions within a defined time frame
- Set a date for formally reviewing his progress in improving his performance



Managing Sample in a Sales Environment

Coaching/Counseling (Continued)

- Focus discussion on obstacles to achieving sales results and how he can eliminate them
- Discuss desired changes in his behavior in terms of potential positive impact on sales results
- Reduce his defensiveness by requesting solutions from him
- Be firm and direct, specifying the desired result as well as describing the current level of sales performance
- Direct the discussion to what he is going to do to eliminate the gap in performance
- Define the time limits for improvements and state the consequences clearly

Communicating

- Tends to prefer communication which is formal and business-like, avoiding personal references and discussions
- State purpose for the communication up front, covering the topics in a logical, systematic manner
- May have difficulty storing information that conflicts with his perception of how things should be
- Check for points of disagreement or misunderstanding by asking for specific feedback from him
- May aggressively question the information when it conflicts with other information that he has about the situation
- Respond to his questions with specific information in a nondefensive manner
- Tends to prefer to have time to process the information before responding
- Set time for him to check back with any questions or concerns he may have
- Prefers direct, to-the-point communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- Tends to practice selective perception and/or hearing, remembering only that with which he agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking him to summarize and restate



Managing Sample in a Sales Environment

Problem-Solving

- Tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- May need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- Tends to want to find a perfect solution
- May need help in developing a workable solution rather than a perfect solution
- Tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- May need to be directed toward considering the long term, negative consequences of some solutions
- May need coaching in handling complex problems due to his natural tendency to over-simplify in a rush for short-term results
- May need to consider that his haste for immediate results may have a negative impact on the overall sales effort

Delegating

- Provide a logical, accurate, precise description of sales performance expectations, including standards for quality in sales and service
- Explain why the assignment is being done and how it is necessary to the overall operation
- Provide opportunity to discuss alternate ways of completing the assignment, determining what resources are available
- Tell him what result you need and by when: Let him determine how to get it done
- Specify clearly the limits of his authority and the resources available to him allowing autonomy within those limits



Managing Sample in a Sales Environment

Decision-Making

- Tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- May want time to gather more information
- Discuss appropriate amounts of time to spend in analysis; set time for decision
- Can get bogged down in "what-if" concerns
- May need reassurances on what the personal consequences of being wrong will be
- Tends to be a quick decision-maker
- May need coaching on taking time to gather sufficient information and considering possible consequences before making decisions
- Point out benefits to him in taking more time in terms of improved sales results

