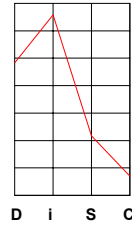




Managing Paul in a Sales Environment

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 Paul'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 Paul in his specific sales environment.



DEVELOPING

- ☐ Use fast-paced, enthusiastic descriptions of the sales process and how it works with customers
- ☐ Get him involved quickly in new situations so he can begin building relationships with customers
- ☐ Reduce amount of details involved in training to avoid overwhelming him
- ☐ Check his understanding of the information by periodically requiring specific feedback on "how to's" of the job
- ☐ Provide assistance in developing structure for completing activities that require organization of information and attention to detail
- ☐ 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

- ☐ Provide opportunities to interact with others in a positive, enthusiastic manner
- ☐ Allow time for discussions where he can verbalize his thoughts, feelings and ideas
- ☐ Assist him by providing support for following up on details
- ☐ Provide opportunities for visibility and recognition
- ☐ 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"



Managing Paul in a Sales Environment

--Continued--

GIVING RECOGNITION

- ☐ Use enthusiastic public praise for his ability to use his verbal and interpersonal skills to achieve sales
- ☐ Acknowledge his persistently optimistic attitude in sales situations that others might find discouraging
- ☐ Recognize him for enthusiastically involving others
- ☐ 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

- ☐ Provide an opportunity for him to express thoughts and feelings after hearing your feedback
- ☐ Acknowledge his feelings and direct his attention to facts and results
- ☐ Resist his attempts at side-stepping the discussion by re-directing his attention to the facts
- ☐ Use open-ended questions (what, where, when, how) to keep the discussion focused on facts rather than feelings
- ☐ Direct the discussion to how he will improve his sales performance, avoiding extensive discussions about other people and other situations
- ☐ Discuss specific action plans for changing his sales performance rather than general statements about improving his attitude
- ☐ End the discussion by determining what result will be achieved by when, focusing on the benefits to him in terms of improved sales results and more recognition from others
- ☐ 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

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Managing Paul in a Sales Environment

--Continued--

COMMUNICATING

- ☐ Tends to prefer informal, open-ended discussions in more social environments, such as over lunch
- ☐ Desires an opportunity to share experiences, stories and ideas in an enthusiastic, responsive exchange
- ☐ May need to be directed to stay closer to the subject under discussion in order to finish within a reasonable time frame
- ☐ May not pay attention to the details of what is being said, and later may be unclear about the facts
- ☐ May have difficulty listening to negative information
- ☐ Check to determine whether the seriousness of the discussion was understood
- ☐ 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

PROBLEM-SOLVING

- ☐ Tends to avoid complex, detailed problems requiring follow-up
- ☐ May need to be coached through a logical problem-solving process instead of relying on a "gut-feel"
- ☐ May have difficulty acknowledging that a problem exists due to his optimistic perception
- ☐ May need to have actual or potential consequences of the problem clearly stated for him to appreciate the need for a well-thought-out 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

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Managing Paul in a Sales Environment

--Continued--

DELEGATING

- ☐ Clarify understanding and acceptance of specific sales performance expectations and time frame for completion
- ☐ Establish dates for checkpoints with clear understanding of what is to be completed by when
- ☐ Help structure the process for completing the task, especially when dealing with complexity or assignments requiring a methodical approach
- ☐ 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

DECISION-MAKING

- ☐ May tend to avoid making decisions involving negative consequences and/or interpersonal conflict
- ☐ Discuss how making a decision now will reduce negative results in the long term
- ☐ Explain how his indecisiveness frustrates others and makes him look bad
- ☐ Tends to make emotion-based decisions, sometimes impulsively, based on a "gut-feel"
- ☐ Coach on a more logical, fact-based approach to decisions
- ☐ 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



Sales Management Action Strategy Worksheet

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5. When COMMUNICATING with Paul, what would be the most effective approaches?
6. When managing Paul's PROBLEM-SOLVING activities, what will you need to do to increase his effectiveness in this sales environment?
7. When DELEGATING to Paul, what will you need to do to ensure performance outcomes?
8. When managing Paul's DECISION-MAKING behavior, what will you need to do to ensure that his decision-making behavior matches the needs of this sales environment?



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