

The Joy of Leadership

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Sales Leadership

For the past year, we've been discussing the subject of sales. We've covered the sales process, closing techniques, handling objections, networking, time management, effective sales presentations, and setting appointments. We've reviewed goal setting, value-based selling models and even a bit about customer service !

Our focus has been to provide information to help you master the art and science of sales. Our goal was to assist you, the reader, in becoming more successful at winning new business and gaining more customers.

Recently, however, my mailbox has become full with questions about another topic. I've been getting asked "What about Sales Management? When are you going to begin tackling the issue of sales leadership? What lessons can you share that will help us manage our teams ?"

Well, I've heard your requests, and today we will begin a three-part series on Sales Leadership & Management. For the next three issues, we will be discussing the best ideas, the key strategies, and the most workable methods we've discovered to help you lead high performance teams.

Most executives are reluctant to tackle the sales organization. They'd rather try to herd cats than manage salespeople ! Nailing Jello to the wall would be a simpler task! If you find yourself agreeing with these sentiments, you've visited the right place ! Read on !

Leadership

Lead from a position of Joy.

If you take away a man's joy in his job, you create a slave. He may continue to do his assigned job, but his motivation is gone

Lead by example. Show them how to do the task, then coach them into doing it. A good leader is a servant of the people he leads. The ancient term for warlord (Samurai) translates into "those who serve," and this idea is of tremendous importance to the modern world.

Reward the achievers and you will be rewarded with more achievement



Isolate the non-performers and work with them to turn them into achievers

Here's one of my favorite quotes about leadership:

"A good leader first should have the desire to take care of the people he leads, and he must have a benevolent heart. He must have the wisdom to know how to lead and be unattached to his position. He must lead by example, allowing people to flow with the Tao." (The Tao of Modern Living, Kuang Ju Wu, p. 124)

The opposite of leading others from a position of joy is to lead with oppression, confusion, and interference.

The wise sage Lao-Tzu discussed this topic over 5,000 years ago in his classic "Tao Teh Ching" (The Way), when he wrote:

"Why are people so hard to manage? Because they have become complicated. He who leads others with a complicated mind is a source of calamity. He who leads others with simplicity is the source of blessing."

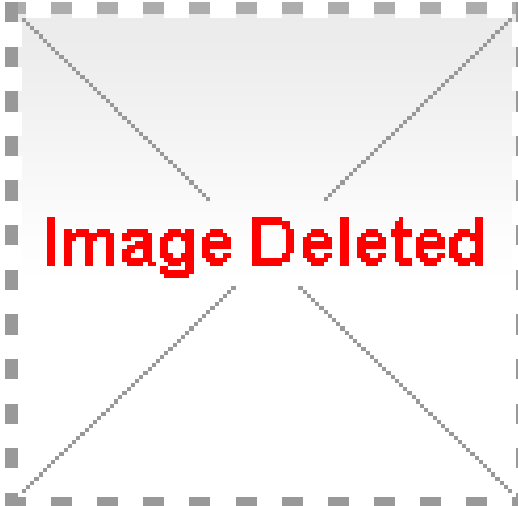
Your main responsibility as a manager is to simplify, streamline, and accelerate performance. Make their jobs easier, and then get out of the way!

One of today's prominent leaders, General Colin Powell, said it this way:

"Great leaders are almost always great simplifiers. They can cut through argument, debate and doubt, to offer a solution everybody can understand."

Never punish a member of a group publicly. Always encourage. If you punish instead of encourage, you will drive out incentive.
Lead from a position of Joy.

Motivation



People are motivated in many different ways, and one of your most important tasks as a manager is to understand their motivation, articulate your motivation (or the organization's) and then ensure they are complimentary. Their motivation doesn't have to be exactly the same as yours, but it must be complementary.

For instance, they might be motivated to earn just enough money to pay for their car and have enough left over for a dinner out. They might have a very simple motivation and small goals. But you, or your company, may have a motivation to dominate your marketplace, to take over the world, to become the #1 company in your industry! Do you see a possible conflict here?

Your team members must learn to drive themselves to achieve at the highest levels, and they may need to learn how and why to do this. Your job might become persuading them to adopt YOUR goals. Or at least achieve agreement that they will fully support the corporate goals.

You can pay them a salary to help you achieve your goals, and you will have some success. However, if they have developed a passion for achieving a goal that you both share, results expand exponentially. When their goals and your goals are the same, miracles occur!

Members of your team need to set attainable goals, and agree to achieve them. Your job is to help them be accountable for achieving the goals which they have set for themselves or agreed upon. Don't let them lose track of their goals, always push to achieve and over-achieve the goals. They are accountable for achieving their goals, and you must facilitate this process.

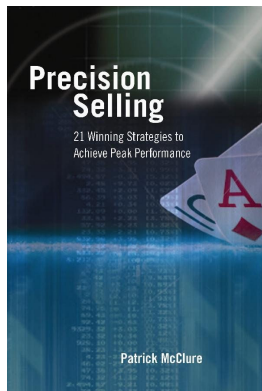
The goal of management is to lead the team to maximum performance. People will give their best effort if they trust that you hold their interests at heart, that you care about them and wish them the maximum success in whatever they do.

You can't force people to perform at their peak. You must train them to expect maximum results, and then insist that they do their best. If they've never tasted victory at the level you wish to attain, they won't know it's possible. Prove to them that the goal can be achieved, that it has been achieved, and it is attainable.

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." WWII General George S. Patton.

Quite simply, let them get on with achieving their goals and dreams. Don't do anything to get in their way!

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