



In last month's newsletter, we jumped right in with an article addressing a specific situation titled "I'm Underpaid!" This month, we will take a step back from the more specific situation and present practical problem-solving tools and concepts. Combine these tools and concepts into a set "Principles to Lead By," add sound leadership judgment, and you are prepared to handle any situation.

We present this series, "Handling Tough People Problems," in three phases. The first phase, A Foundation of Relevant Leadership Concepts, is included in this newsletter. In addition, this month we also feature an article exploring the difficulties inherent to a business owner acting as a sales manager.

All the best,

John Shoup

The Principles of Increasing Your Versatility

Principle #8 - Manage the "People" Thing



Get the "People Thing" right first, and the rest will follow. It starts with meeting people where they are. In addition, be more aware of, understanding, appreciating, and then appealing to (linking with) their needs, preferences, and unique personality characteristics.



The foundation of personal success in relating effectively with others is built on a high level of awareness of others and a realization of how we impact these individuals. We must then manage our own behavior toward them.

Be warned, however, that when we stay locked in our comfort zone, we miss many opportunities to interact successfully with people at work (bosses, peers, customers, staff, business associates), family, and friends.

If we don't manage the "People Thing" well, we can easily become our own worst enemy.

Handling Tough "People" Problems

We start with A Foundation of Relevant Leadership Concepts consisting of "Ten Basic Principles Of Leadership" with reinforcement by "The Main Elements For Helping People Succeed." With this foundation driving your interactions, you will be equipped with the leadership philosophy necessary for helping your people succeed.

A Foundation of Relevant Leadership Concepts

- Ten Basic Principles of Leadership
 1. Provide vision and direction.
 2. Lead by example.
 3. Help others succeed.
 4. Increase your versatility.
 5. Be visible, approachable, and available.
 6. Replace employee dependence with pride, self-confidence, and accountability.
 7. Make your expectations clear.
 8. Insure that each person has the information and tools to do the job.
 9. Provide informal timely feedback. Don't wait for formal performance review time.
 10. Reward after great performance, not in hope of a good performance.

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- The Main Elements for helping people succeed (and therefore your organization) are:

Finding the right people.

Conducting effective interviews and selection.

Managing the entry of new people into your organization.

Articulating Purpose, Vision, and Mission in a way that people will follow, invest in, and take initiative to meet.

Communicating expectations.

Insuring organization/person fit.

Providing training, feedback, and coaching.

Establishing relationships based on strong two-way communications and mutual respect.

Recognizing and rewarding people who exceed your expectations.

Correcting and redirecting people who aren't meeting or exceeding your expectations.

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Watch for our next issue when we discuss A Six-Step Action Process to Guide You Through Multiple Situations.

Business Owner / Sales Manager Dilemma

by Eric Doner

Our guest author, a frequent consulting associate, was my expert sales resource person for the development of our second most requested program, "Increasing Your Selling Versatility," which is a practical blend of Versatility and a well-tested Professional Selling Process. He is the most well-read sales consultant with whom I have ever worked! I am pleased to offer my readers the following article written by Eric.

In many companies, business owners wear the sales manager's hat. In this role, they often face a dilemma: How can they manage the sales process and serve as a mentor and model for their sales reps? This becomes an acute situation when scheduling a customer call that involves both the owner/sales manager and the sales rep. The result can be productive or unproductive, depending on the purpose of the call.

Is it a sales call on a new prospect or an existing customer?

Are you introducing a new product or service?

Has your rep established a relationship with the account – and wants to introduce the boss?

Is it a social call on a loyal long-time customer with whom the boss feels a need to 'touch base?'

Is your objective to make a sale or develop your sales rep?

The dilemma can be resolved or avoided entirely by planning the call in advance. The critical decision to make is who will lead on the call. If you are going to take the lead, tell your rep what you plan to accomplish and demonstrate your best relationship selling skills. Involve your rep to contribute his/her insight and product knowledge when appropriate.

If your rep is to lead, help them plan their objective and then let go – let him/her do their job. Give them some 'elbow room' and let them make some mistakes – the greatest lessons are learned when reps have an opportunity to fail. Don't overshadow the rep by virtue of your position – and don't jump in or insert yourself into the dialogue. A great way to destroy a sales rep's confidence is to take over the call with a swagger that says: "Let me show you how it's done, son."

There are only four conditions when the manager should take control of the call; when the rep:

Gets stuck or cannot answer a customer's question

States something that you know to be wrong

Proposes to take an action that is contrary to your company's policies

Offers a price that erodes your profit margin.

Otherwise, let go and use the time after the call to discuss what happened. An effective post-call debrief, also known as a 'curbstone conference' can be a coaching and learning experience for both the owner/sales manager and sales rep.

*Next month we will discuss **How to conduct the 'Curbstone Conference.'***

About the author: Eric Doner is the founder and principal of ATC, a firm dedicated to sales process improvement. His successful business career includes positions as sales & marketing executive, training director, business consultant, and university instructor. Eric is passionate about consultative selling, and he has worked with dozens of organizations to improve selling practices and shorten sales cycles.

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We invite you to visit our newly designed website. We welcome you to participate in our **Personality Tendencies Questionnaire**. For those of you that participated in this questionnaire last month, we apologize for not responding. A technical problem prevented us

responding. A technical problem prevented us from receiving your responses. We hope that you will try again.

Prior issues of our newsletter are archived on our website.