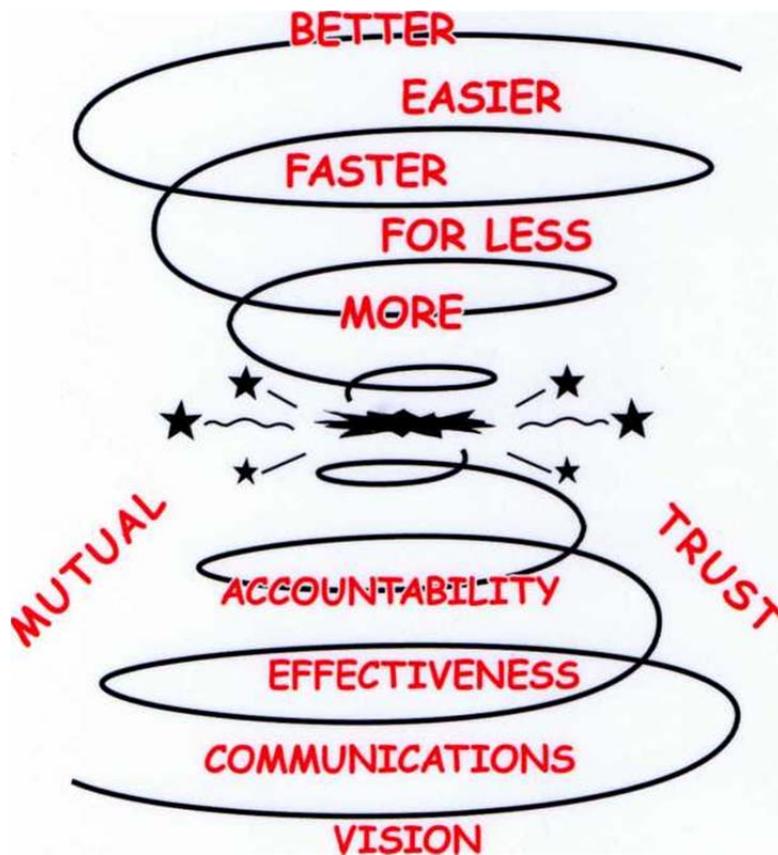


SALES TEAM LEADERSHIP PURE AND SIMPLE



COACH JOE SASSO

MORE PRAISE FOR SALES TEAM LEADERSHIP: PURE AND SIMPLE

This book is the result of years of personal sales, team, and leadership experiences.

"I have read dozens of sales books and have attended just as many seminars. It was hard to imagine what else there was left to say ... until I read Coach JoeSasso's book. The wisdom here is pure, inspiring, and game-changing. It is delivered in a very edible way with stories, data, and 'what now' next steps. This will change you and how you plan on making magic happen with your customers."

Dr. Izzyjustice
CEO ofEQ_Mentor and author of EPowerment

"The marketplace is dynamic and ever changing. Pure and Simple provides a play-by-play formula for leaders to drive results. Coach Joe's focus on accountability is sorely needed in today's business world. No one does it alone; it takes leaders in all phases of the team's performance. Vie coaching tips in this book are achievable by those who want to win!"

Jack Plating
Retired Executive Vice President and Chief Operating Officer, Verizon
Wireless

"I have lived the Sales Team Leadership business experience. Early in my sales career, it was about me—making sales, reaching and exceeding quota, becoming better in my profession. I did these things and enjoyed the financial rewards and achievement accolades. However, my company adopted a team approach for sales with our customers. As in this book, team members sharing knowledge and comparing information on our competitors, the marketplace, and process improvements provided a pathway to industry leadership. Our 'value-added' components were always something none of our competitors could match. Experiences of the 'team' concept led me from 'me' to 'we,' which provided a most rewarding career experience."

Wayne Teas Mortgage Banker, Guaranty Bank

"Pure and Simple will help many teams inside and outside of sales become more productive and successful. I really enjoyed the concepts that Coach Joe communicated through his writing, storytelling, and visuals. So many great books leave you asking yourself 'Where do I start and how?' Not this book. Coach Joe gives readers well-defined steps that are easy to apply so your team can 'Spiral Up' to new heights."

TheaNoel
Employment Coordinator, Goodwill of Georgia

"Sales Team Leadership: Pure and Simple should be required reading for all people working on teams. Accessibility with open communications is often a critical discipline leaders fail to practice. It is always a great concern because many leaders get caught up in all the daily routines and operational demands of the business, As a result, they tend to minimize the importance and criticality of making time to be proactively accessible with customers, employees, and their peers. I am encouraged by the continual engagement of the team in this book. I can't recommend it enough. Coach Joe's book is definitely for new salespeople, and it should be read by all established 'pros' who know that 'back to basics' is a strategic key for every success."

Gustavo Arenas

Retired Senior VP and Chief Sales Officer, AMD

"There is an old saying something to the effect of 'we don't know what we know. Pure and Simple presents the way for clarifying what we all know are successful principles for sales and teamwork success. If you are just getting into the selling game, or managing a team, or leading a team of people, or even if you're an already established professional, you will find great value in what Coach Joe has to say. Follow up and do the practices he points to from experience and you will reach your success. Continuous improvement is a lifelong journey, and this book fits perfectly."

Randal Davis

Vice President Coffee Service Div, Red Diamond, Inc.

"From creating a vision, to effective execution and peak team performance, all the steps clearly lead to outstanding team achievement. The nuggets from real experiences in Coach Joe's Journal are invaluable. This book is a must read for both the very successful sales team leader and those just starting their journey in sales and teamwork. Kyle's successful journey flows. Let the spiral be your guide. You and your team will achieve leadership success."

Tom Reichart

Vice President Business Development, Mercury Payment Systems

"The framework that Coach Joe presents is clear and concise. The principles outlined are essential if you are to achieve sales team leadership. Coach Joe's insights and storytelling make this a book that can be read and understood quickly by everyone who wants to do well as a sales team leader."

Jeffrey L. Krug President, J. L. Krug & Associates, Inc.

SALES TEAM LEADERSHIP PURE AND SIMPLE

BY COACH JOE SASSO

illniverse, Inc,
Bloomington

Sales Team Leadership: Pure and Simple

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DEDICATION

To my wife, Carol, our family's mutually trusting coach, mentor; and "fan in the stands" and to the memory of Warren Clary and Bill Bang, your spirits are still alive in me and they are in this book.

Twenty-five percent of the profits from the sale of this book will be donated to St. Jude's Children's Research Hospital in Memphis, Tennessee.

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FOREWORD

If you are a new salesperson or a new sales manager, this book is for you. If you're a seasoned sales pro or seasoned professional sales manager and leader, this book will raise your awareness of what your experiences have taught you. At the same time it will challenge you to be better than ever before.

As the old adage says, "Amateurs compete with amateurs. Pros compete with themselves." We all know that on the best-performing sales teams, all members—including the proven pros—consciously challenge each other to be winning members on the "one winning team."

This book focuses on teams Coach Joe has served on as a salesman, sales manager, and sales team leader. "Being adept at adapting" during these fast, furious, and challenging economic times means sales teamwork must be intentionally focused on becoming better and better based on the growing knowledge and experiences of the whole team. Teamwork today demands diversity and, at the same time, inclusion of all members. Focus on the vision as mission; communications moment to moment; faster exchanges between team members; strategies executed more easily for the greatest impact while controlling costs; team members who understand the risks needed to be taken for the anticipated rewards to be gained by their cumulative actions; team members who challenge and help complete each other to be better and better; and, finally and most importantly, team members who have mutual trust and work for the mutual benefit of the whole team winning.

Pure and Simple, then, is about Making Sales Happen Right the First Time—Right Now!

Ed DeCosta, Chief Catalyst, Catalyst Associates, LLC
Faculty, John Maxwell Leadership Certification Team

ACKNOWLEDGMENTS

This is the culmination of years of relationships with many great people who I have worked alongside of as peers, managers, leaders, and team members. Most notably in recent months I have received valuable insights about the book from Dr. W. Carl Joiner, Professor Emeritus, Mercer University and Don Holt, retired VP, Sales Manager and Sales Leader, Motorola Inc. Many thanks also to the editors and people who have assisted me in the editing and for the quality polishing of this book from iUniverse publishing company.

CHAPTER ONE

“Success Breeds Success” Is Not a Given!

The person who gets the farthest is generally the one who is willing to do and dare. The sure-thing boat never gets far from shore.

Dale Carnegie

Every professional focuses on the continuous goal of being better and more successful in business. At the outset, what the ultimate success will be is never completely known. Circumstances present new opportunities and challenges that propel people upward to their ultimate success.

THE PROMOTION

Kyle proved himself as a successful salesman and was promoted to sales manager. He quickly understood his role as manager and became an effective working coach with his sales team. With smart, continuous efforts and accountability for his actions, he became a well-known and respected executive in several business networks. From time to time, interested companies courted him, but he remained happy and continued to be successful right where he was. One day he received an offer he couldn't ignore; and after much deliberation with his company leaders, Kyle accepted the new company's offer. He departed under the best of circumstances, knowing he would be missed.

DANGER IN OPPORTUNITY: SPIRALING DISCOVERIES OF THE RISKS FOR THE REWARD

Kyle's new assignment was to lead an already successful sales team that was facing a growing number of competitors who were challenging their continuing success. The previous sales manager had ridden on the successes of the sales team and left without notice for another company. Kyle knew that one of the greatest challenges for a sales manager can be the success of a previous manager because the new manager is always expected to continue the upward spiral to more and greater business successes. It is better to take on the challenge of a business when the business is down because, in truth, there is nowhere to go but up. Kyle knew this and accepted the challenge anyway.

Kyle had worked his way up through the ranks before knowing that a professional always competes with himself first. He was a consummate student of lifelong learning. Most important, serving others or the team was without a doubt his best character trait. Kyle knew that being a part of something greater than himself always led to improvements in himself and improvements in others. However, serving and giving so much also has its pitfalls. You can be easily taken advantage of and lose in an extremely competitive environment if things don't work out. Yet, Kyle also knew the rewards would have more energizing effects. The possibility of building and developing himself with other successful businesspeople far outweighed the fear of any loss. At this point in Kyle's professional career, the new job had its risks, but they were far outweighed when he considered the rewards. Ultimately, the opportunities and challenges of the new job were about growth and moving upward with a new team.

Previously Kyle had sold business to business, that is, directly to customers who used the products he sold. In his new assignment he would be selling through distributors who sold to their customers.

At the first meeting, Kyle was introduced to the sales team with the usual pomp and circumstance that you would expect for a proven and successful sales manager. As a result, Kyle was sought out personally throughout the day and welcomed with personal best wishes by every team member. It was unbelievable, he thought, that everyone was on target to reach his or her own individual sales goals. Everyone was happy, but he sensed that everyone had a guarded indifference about the team performance, because everyone only cared

about his or her own efforts. There was a minimum of concern about their competition or the way the sales were being won.

Maintaining sales performance wasn't the easy answer. This was not just misplaced good fortune; he was not simply being asked to do more of the same. There was an arrogance, an attitude of "We're number one," about their company victories over external competition—while at the same time, there was greater concern about the internal competition: "I'm number one!" Their concern was misplaced arrogance on themselves as opposed to the team. Kyle knew it. But did they know and understand it? Kyle knew this was not a sales team! But could it *become* a sales team? Kyle knew he needed to understand a lot more about what the salespeople were currently doing and not doing. He needed to know how his leadership could make a difference; otherwise, he wasn't needed—and for that matter, maybe the sales team wasn't needed either. Could they all be replaced by a direct order entry system with the distributors?

COACH JOE'S JOURNAL

It is very important for anyone who wants to get ahead in business to grow and maintain his or her network of business associates. Being active in national industry networks will also help generate and cultivate business insights on trends and changes that can positively or negatively impact your business. It is very important to keep growing and maintaining your local networks. It affords you the opportunity to receive and exchange leads and referrals for the continued growth of your business.

As success breeds success, it is also true that a downturn in business can result in apathy and malaise of good business practices. A manager just pushing people harder to perform is not the answer. Another mistake made on poorly performing teams is the thinking that you simply need more people. But if you try to add people to a team that doesn't understand why it is not having success, the members usually become self-centered and don't want anyone taking over what they feel are the results of their efforts in their territories, no matter how good or bad their results. Breaking this cultural habit is difficult because of the

team’s self-centered focus on keeping their success going—and lack of focus on others. Individual competitive drive stifles, or even stops, continued progress because people think that cutting into their own areas of responsibility means giving up something, which may affect their income.

This bottom-line mentality is not only at the micro level of the individual; it can be at the macro level of the company as well. Success that only works for the individual never breaks through to higher levels of performance because it is carnivorous to the point of eating its own. Remember, amateurs compete with amateurs, while pros compete with themselves. Similarly, professional teams develop and learn to compete with themselves at higher levels, pressing for better and better performances.

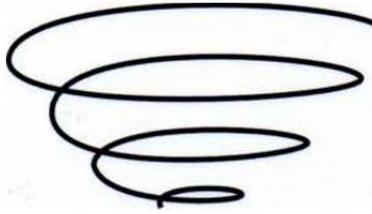
UNLEARNING “ME” AND LEARNING “WE”

One key to a successful team mentality is moving from “me” to “we.” Having team members who genuinely care about one another’s overall success is an important element in building a team that works together. Here is a summary of those points:

Diminishing “Me”	Thriving “We”
WIFM: What’s in it for me?	WIIFW: What’s in it for we (the team)?
Silence: No questions asked	Communications: Open, clarifying, collaborative
Purpose: I only do what I need to do	Purpose: Vision and unity
Goals: I make mine	Goals: Our team in collaboration
Personal Direction: Just doing my thing	Team Leadership Within: How can I contribute?
Just pay me for the work I do	Involvement: Effective and accountable
Survival: It’s just about me!	Mutual Trust: Mutually beneficial contributions

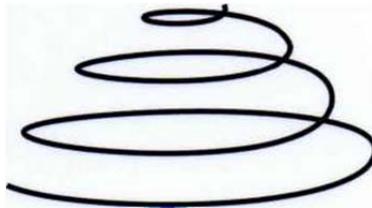
Figure 1. Me versus We Elements

Survival lessons have been deeply ingrained in the learning styles of many businesses today. Businesses continue to try and overcome the crippling self-centered “silo” mentality of command and control without whole team accountability; it’s not just about *me* anymore. Businesses that are succeeding by diminishing *me* and emphasizing *we* are beginning to unlearn the “survival of the fittest” mentality. The internal business is not about competition; it is about collaboration. Mutual collaboration within a team or organization involves cooperating at the highest level for continuous improvement and growth. Everyone works together, finding much better ways to prosper because of their vision and openness, as well as their unifying and mutually collaborating spirit. Their expectations of great outcomes of reward are equal to their great understanding of the risks of doing business today.



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