



The Sales Manager “title” is the most misleading in business! As much as the Sales Manger would like, they cannot guarantee a dime. However, they must have the backbone to map the ROAD TO THE REVENUE and keep the sales team on course.

There is no other decision more important than hiring a coach for the sales team. Yet, the easy route is often the path taken; promote the top biller. OUCH. Just as in sports, where top athletes rarely become successful coaches, the same can be observed for the AE track to SM. Why ...

Successful AE’s thrive on the hunt for DOLLAR\$, and the taste of blood, the closing. Yet, the Sales Manager is more of a “caged” animal, off the street, behind a desk ...reading, reading, and more reading -- evaluating reports, projections, collections, and AE appointment calendars. Therefore, looking to the best record keeper may be the ideal SM. Sadly, too often, the search starts with the #1 biller ...and stops there. If the hire is from within, it is wise to make sure the candidate has a crystal-clear understanding of the immediate expectation of the SM position vs. what was expected from them as an AE. Expanding the search outside the cluster will remove “presumed” loyalties.



Developing the Sales Manager recruiting ActionPLAN

- Decide what is required from the SM, short and long term. Compile a prioritized list, and continue honing it until you are confident of identifying all the critical values against those of lesser importance. Do not limit the needs, concerns, or questions. The more in-depth, the better. Molding the expectation to the person is accomplished easier than molding the person to the expectation.
- By what standards will the SM be judged? Restricting benchmarks to dollar\$ generated will limit factoring-in other “coaching” achievements, such as, recruiting, improved inventory control, overall team environment, etc.
- What personality traits are best suited to interrelate with the company culture? While it may be admirable for the SM to be an easy fit with AE styles, an SM too close to the team can be detrimental. Be confident that your objective is to enhance sales and not simply secure another member of your “bobbing head yes team.” Challenging person-to-person characteristics are generally rewarded by enhanced market position.
- What is positive/negative about the current/previous SM you would like to reassure or eliminate? Absolute honesty is vital; make sure your assessment comes from careful thought, not an “assumptive” kneejerk reaction. Keep an open mind, yet, not vengeful.
- What is needed for the candidate to fit within the sales, program, promotion, and management staff in a difficult economic environment? Or, will he/she likely be the next scapegoat?
- Consider previous mistakes to be avoided; either yourself, colleagues, or past hires.

Once you have “sold yourself” on the critical path, you are ready to start the “closing” attack for your next SM .

NEXT, WE WILL LOOK AT THE PROCESS AFTER THE PLAN.

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Success Comes From...
The Courage to Create
The Confidence to Commit
The Cooperation to Complete
jrGLASS