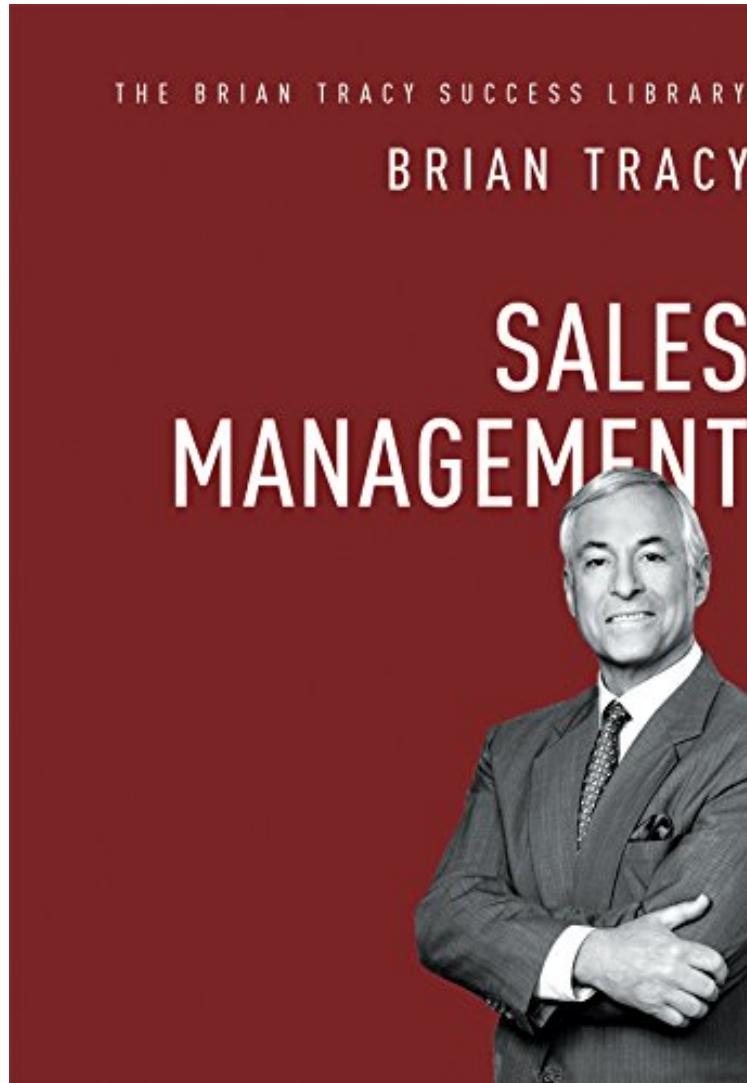


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## Sales Management (The Brian Tracy Success Library)

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**Brian Tracy : Sales Management (The Brian Tracy Success Library)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Sales Management (The Brian Tracy Success Library):

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The job of the sales manager is to recruit, manage, and motivate a top team of high-performing sales professionals. This book shows you how to do it. World-renowned sales expert Brian Tracy has spent decades studying what sets the most successful sales managers and professionals apart from the rest—and now in this pocket-sized guide, he distills these simple but powerful strategies. Readers will discover the six key characteristics of a winning sales team and learn how to:

- Select and recruit sales champions
- Start them off on the right foot
- Establish clear objectives
- Determine a sales plan
- Inspire singleness of purpose
- Demonstrate respect and appreciation
- Motivate people with the right incentives
- Boost their self-concept to boost revenue
- Develop winners through continuous coaching and training
- Brainstorm sales solutions
- Measure results
- Conduct game-changing performance reviews
- Discipline effectively
- De-hire poor performers
- Lead by example

A compact but essential resource, *Sales Management* will help readers increase the effectiveness of their sales force, improve their bottom line, and advance their own career and satisfaction in the process.

**From the Back Cover** The sales manager's job is to recruit, manage, and motivate a team of high-performing sales professionals. This book shows exactly how to do that. World-renowned sales expert Brian Tracy has spent decades studying what sets apart the most successful sales managers from the rest—and now he distills their simple but powerful strategies in this unique pocket-sized guide. You'll learn how to:

- Select and recruit sales champions—and start them off on the right foot
- Determine a sales plan
- Inspire singleness of purpose
- Motivate people with the right incentives
- Boost their self-concept to boost revenue
- Demonstrate respect and appreciation
- Brainstorm sales solutions
- Conduct game-changing performance reviews
- Lead by example
- And more

**Starting now:** Inspire your sales force, maximize the bottom line, and advance your career! About the Author **BRIAN TRACY** is the Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. One of the top business speakers and authorities in the world today, he has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the United States and more than 60 countries worldwide. He has written 55 books and produced more than 500 audio and video learning programs on management, motivation, and personal success.

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**Introduction** When IBM ran into financial trouble the early 1990s, the company brought in a new president, Lou Gerstner. He immediately called in his friends from McKinsey Company, one of the largest and most respected management consultancies in the world. He asked them to use their investigative skills to determine why IBM sales, market share, and profits were falling. They immediately went to work. In less than six months, the consultants were back. They assembled the senior executives and told them, "We have found your problem." They asked, "What is it?" The McKinsey consultants replied, "Low sales." The executives agreed that this was the problem and then asked, "What is the solution?" The McKinsey consultants said simply, "High sales." Again, the senior IBM executives pointed out that these two answers were obvious. But how would these high sales be achieved? The 75 Percent Rule

The answer became known as the "75 percent rule." In their research, they found that as the result of certain company policies, salespeople and sales managers were spending too much time in the office filling out forms and too little time in the field face-to-face with customers. They recommended that this situation be reversed immediately. The 75 percent rule simply said that from now on, the salespeople should spend 75 percent of their time in the field with customers talking about IBM products and services. In addition, the sales managers, who had been stuck in their offices most of the day processing the paperwork that the salespeople were generating, were to spend 75 percent of their time in the field with salespeople calling on key customers. Within a year, IBM's sales reversed completely. Huge losses turned into huge profits. The company turned around and again became a giant of American industry.

**The Pivotal Skill** At the end of this study, the McKinsey people explained their most important finding: In a sales-driven organization, the sales manager is the pivotal skill. Nothing will bring about faster and more predictable increases in sales performance and sales results than training sales managers to do their job more effectively. As a sales manager, you are the most important person in the sales-driven organization. You have more influence on the level of sales and, ultimately, the level of profitability of the company than almost any other person. You are vital to the success of the company. The sales manager is one of the most valuable and often one of the least appreciated executives in the company. It is the sales manager who sets the standards and quotas for the salespeople and sees that they achieve them. The development of excellent sales managers is an essential requirement for all successful business enterprises.