

ARE YOU A SALES MANAGER OR A SALES LEADER?

PRACTICE	ARE YOU A SALES MANAGER OR A SALES LEADER?	
	SALES MANAGER	SALES LEADER
LEADER 	Reacts to situations as they occur.	Is anticipatory and proactive.
	A vision may or may not exist. If it exists, vision is not articulated frequently and is not a focal point for team behaviors.	Establishes a vision that is repeated frequently and guides decisions.
	Responds to initiatives by others in the company.	Initiates change and sets the pace for the team.
	Directs team on what needs to be done.	Empowers team to take the initiative along with reasonable risks, and when they have done so, rewards success and examines failures for learning points.
BUSINESS MANAGER 	Managing the numbers is the #1 priority.	Coaching is the #1 priority.
	Is actively involved in problem solving and putting out fires with reps.	Expects reps to come up with possible solutions when bringing up a problem for discussion.
	Believes that so long as the rep is making the numbers, the rep is left alone.	Establishes expectations for both the numbers as well as the measurable behaviors that drive performance.
	Meets with sales team only when needed.	Leads weekly or bi-weekly sales huddles to keep the team aware, encourage team learning and eliminate roadblocks.
COACH 	Recognizes reps only when special accomplishments occur.	Seeks out opportunities to recognize every team member every month for accomplishments large and small.
	Coaches daily as situations surface.	Coaches daily AND conducts monthly 1-on-1 coaching sessions with each employee.
	Listens to a rep's concerns and tells the rep how to resolve the problem.	Listens actively and challenges the salesperson to shape the solution on his/her own based on the situation.
	Waits until performance appraisal time to discuss concerns and issues.	Challenges constructively throughout the year to continually raise the bar.
RECRUITER 	Recruits only when an opening occurs or is about to occur.	Creates a mental bench and seeks desired talent at all times.
	Interviews primarily for personality and chemistry.	Seeks <u>evidence</u> of behaviors needed on the job during the interviewing process.
	Depends <i>primarily</i> on opinions of self and others to make the hiring decision.	Uses objective assessment tools to help understand a candidate's true set of skills and likelihood to succeed.
TRAINER 	Believes practicing is done during formal training by the company.	Conducts formal practice sessions in all sales meetings as the foundation for continuous improvement.
	Invests majority of the time helping slow performers improve.	Spends equal time with top performers as this is where the biggest opportunity for growth exists.
	Prefers using own experience as the model for success.	Taps the specialty and strengths of each team member to share expertise and drive accountability.