

## Introduction

**“My name is Sherlock Holmes. It is my business to know what other people do not. *“The Adventure of the Blue Carbuncle, Sir Arthur Conan Doyle***

**In the sales world I come from, most of the successful sales reps, those making \$200,000.00 per year or more, don't want to have anything to do with being promoted to a “management” position. Their thinking is sound: why take on more headaches while making less money? Why trade-in the freedom of working a territory for the restrictions of a management position? Successful sales people depend, primarily, on their own efforts and talent for their achievements. Why should they take a position where their success depends upon other sales people who never worked as hard as they did, nor were they as talented? Why give up a territory they have worked hard for years, which is finally paying off, which will give them job security, financial security and personal esteem for years to come, for a management position that may or may not work out because of a number of factors not in my control? These are serious things to consider.**

**Your first questions should be, why should I waste my time reading this book and why is this book better than any other sales management book? I'll answer both questions at the same time. I don't know if this book is better than any other book on sales management. However, I do know this: I have spent 40 successful years in sales, sales training, sales management, marketing and as a company president (a successful company.) I know how to sell, I know how to train sales people and I know how to manage sales people and the management personnel above me, not because I have read about how to do those things, but because I have done each of those things at a high level of accomplishment. I don't teach theory. I**

**teach sales and sales management reality. I also understand that what I have to pass on may not be a fit for what you are looking for. Not all sales companies operate the same way. I get it.**

**The elephant in the room, then, is why do you want to be a sales manager and why should management consider you for the position? Here are a number of common reasons:**

- 1. You aren't a great sales person, but you are very organized and always get your paperwork in on-time.**
- 2. You are just tired of sales and want something challenging and different to do.**
- 3. Management sees you as someone they can mold to their liking- you are "their kind" of person.**
- 4. You want/need authority and control.**
- 5. You want to climb the corporate ladder.**
- 6. Being called the "manager" feeds your ego.**
- 7. You like the supposed "security" of a management position, compared to the insecurity of a sales position where, at the end of every fiscal year, your sales drop to zero and you have to it all over again.**
- 8. Your company pays sales managers more than it pays sales people.**
- 9. You don't like being called a "salesman", but "sales manager" sounds good and fits better with your image of yourself.**
- 10. You believe that you can teach your people and help them earn better lives for themselves and their family and you want to give back to them and the company that brought you along.**
- 11. There is no one else in the region that can succeed in the job, so you take it at the company's urging.**
- 12. You were a good sales manager at company A, so you applied for and were hired as a sales manager at company B. You hope this switch will be good for you and your family.**

**There are probably more reasons that I have missed.**

**Usually, the factors that influence an individual to take a sales management position are a mix of the motives above. However, some of the reasons are better than others. I'll let you decide which reasons are good and which ones aren't so good. Here is a hint: if the reason puts the sales manager "above" his sales people, the road will get very bumpy very quickly. As you read, clarify your reasons.**

**I want to make it very clear that being a sales manager can be a very rewarding position, if you can put your ego in your back pocket, put your people first and also give the company what it needs. I've been a Salesman, Sales Trainer, Area Sales Manager, District Sales Manager, Regional Sales Manager, National Sales Manager and President of a construction materials manufacturing and sales company. I don't know everything- far from it, but I do know some things and, as you read this book, I hope you can find one or two bits of knowledge that help you along on your sales management career path. If you remember anything I say about being a middle manager, remember this: *When you are inside for a management meeting, represent your people and their needs/ interests but when you are working in the field with your people, you represent the interests/needs of the company.***

**Never cut down the company or upper managers in front of your people. In a very real sense, when you do this, you become just another biter and moaner, just like the sales person you are working with. Believe it or not, while you might think behavior like this makes you more popular with your people, in reality, it degrades you- you become less-just like them. And the logical conclusion that must be reached is this: if you, as the manager, are complaining about how bad the company is, why the hell are you still working for them? Are you stupid? Instead,**

**take the high road. Your people need to know this is who you are, and once they realize that this is how you work, they will respect you more, as will upper management, and believe me, earning the respect of upper management and the sales force at the same time is no small achievement. In fact, this is what being a successful middle sales manager is all about.**