



In **ROAD TO REVENUE, Part I**, we looked at the sales manager title and how it might be the most misleading in business. After all, as hard as they might try, the GSM really cannot guarantee a dime. In Part II, we expand on those criteria.

It is easy to hire someone, but difficult to hire the “right” someone ...

- **Selling versus Managing.** What percentage of time do you expect your GSM to focus on “personal” closing -- versus staff planning and managing? The skill set for these responsibilities are vastly different. Sadly, it is difficult to find equal strength in both. Often, there is a trade-off; good AE, or good manager. What does your business plan require?
- **Creating versus Executing.** Should your candidate be a creator or a doer? Will your “in place plan” fit your GSM selection like a glove, or an OJ Simpson glove? Should you hire to fit your plan, or develop your plan to fit the hire? The NFL’s Don Shula’s secret to success was to mold the plan around the talent and not expect the talent to excel within his plan!
- **Accountability versus Responsibility.** A lack of synchronization will create a disconnect with your new manager and the selling team. If you acknowledge a title, there is an inherent expectation that it is a responsible, decision-making position.
- **During the interview, probe for in-depth answers,** not just superficial comments. It is vital that your probe gives you actionable concepts and not just homogenized answers. Request a “conceptual” business plan to explore the candidate’s depth of thinking and creativity. This will also demonstrate the candidate’s ability to communicate at the corporate level.
- **During the interview, you are the client.** Ask for a one-page plan -- not an epic -- of how the candidate looks at your situation and how they will make an impact. Demand that claims of revenue gains are explained in depth of how, and why. It is easy to proclaim new DOLLAR\$, but HOW.
- **Experience counts.** Look for someone who can get up to speed right away. The candidate expecting to be trained is already behind your on-street staff. Look for a trainer ...not a trainee.
- **Be careful of the ego.** The sales manager’s job is to motivate, and coach ...not, “strut his/her stuff.
- **Look for leadership and “coaching” skills.** A good manager has patience and follow-through ability.
- **Firm, but fair** is always a good character trait.

Finding the right person for your GSM is far more than simply time-consuming; it is one of the most important positions within your cluster. Too often, personal sales history can cloud the lack of vital management capabilities.

GM challenge: Like sports, a good head coach knows that he must have good assistants, then allow them to do their job. It is a good bet that you do not want to bury opportunity in the grave of “micro-management.”

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