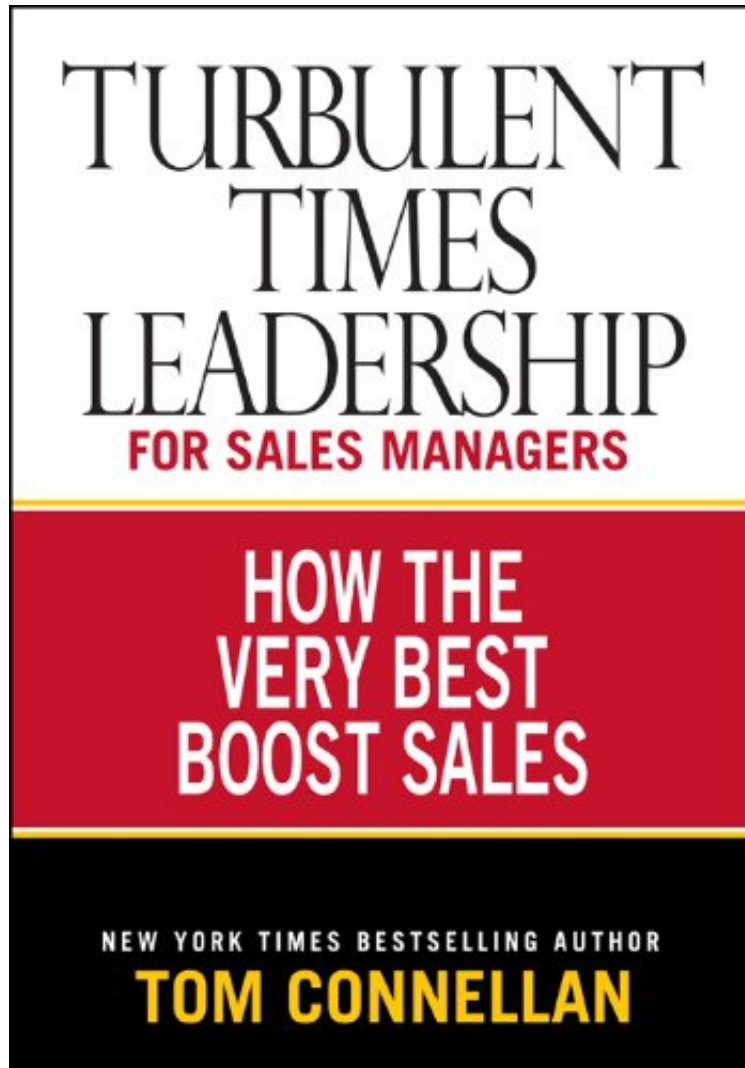


## **Turbulent Times Leadership for Sales Managers: How the Very Best Boost Sales**

*Tom Connellan*

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**Tom Connellan : Turbulent Times Leadership for Sales Managers: How the Very Best Boost Sales** before purchasing it in order to gage whether or not it would be worth my time, and all praised Turbulent Times Leadership for Sales Managers: How the Very Best Boost Sales:

2 of 2 people found the following review helpful. Read and GrowBy Grady HarpThis satisfyingly straightforward, no nonsense guide to managing sales growth in a period of economic decline belongs on the desk of every manager who is dependent on a staff of salespeople to survive. Author Tom Connellan is known as a 'tough talking and truth telling' keynote speaker for motivating managers and salespeople alike to improve the strengths they already possess - and just

may not know it or not know how to maximize their strengths. Connellan starts with a basic premise, an observation he backs up with facts: firstborn children have proven to be more successful than subsequent siblings as far as being high performers. Why? Because parental expectations, time spent with attention not divided with other children in a family unit, and the goals that initially inspired the beginning of a family are very well established on the first born. Seems like a fact we should have all expected, but it takes a mind like Connellan to use information such as this and apply it to the workplace. His postulate is that there are three 'secrets' that can be applied to bringing out the best possible performance in staff sales people. These secrets are 1. Positive expectations - communicating with staff in a non-punitive but very positive way that changes toward growth are very possible, 2. Responsibility and accountability - supportively following the progress of each employee to reassure they are taking responsibility for the goals they have set and are accountable for their successes and shortcomings, and 3. Feedback - congratulating staff when they show positive results, feedback that can be honored on many levels that make the staff feel important in the success the new level of performance the company is achieving. Connellan's postulate (or basic observation) is that the ability to be a successful achiever is not genetically determined, but instead is environmentally shaped. The remainder of the book takes the time to explain each of these secrets and how to implement them. The style of writing is very easy to read, yet set apart by little graphic elements that 'star' the essential message up to that point. It is a solid technique for explaining a process and Connellan has it down to a science! Looking back to the front and back cover of this fast reading book reiterates that quality of the content: the back cover poses important questions for every leader and follows that question with listing the page inside the book on which the question is addressed. But even more important is the full title of this book; **TURBULENT TIMES LEADERSHIP FOR SALES MANAGERS: HOW THE VERY BEST BOOST SALES**. Note that the author has already placed positive expectations, responsibility and accountability, and feedback in his statement 'HOW THE VERY BEST BOOST SALES'! A tricky but very smart guy, this Tom Connellan! Grady Harp, August 102 of 2 people found the following review helpful. Primer on Leadership By Retired Reader Selling is an art not a science and the hundreds of books on the market on 'how to sell' are largely a waste of money. Successful selling depends on a combination of personality, product knowledge, and customer relations. Also it requires a good deal of luck. That being said, a book that explains how a sales manager can lead his sales force to success makes a good deal of sense. As the title implies, this book is about leadership not management of sales people. Any reasonable competent manager can keep track of such issues as expense account controls, distribution of sales territories, and campaigns to introduce new products. Inspiring a sales force to achieve its maximum capability however requires leadership. In this book a good leader operates on three basic principles: positive expectations; effective accountability (and implied personal responsibility); and constructive feedback. The application of these principles appears simple, but requires the would be leader to have a very high level of situational awareness when working with the sales staff. Connellan delves into such specifics as the proper body language and facial expressions and how they impact on employee attitudes and responses. He spends a good deal of ink on the concept of constructive feedback. This is because it is an excellent tool for making good salespersons better and mediocre salespersons good. Properly handled he argues it can raise sales performance and morale at the same time. So does Connellan know what he is talking about? The short answer is yes, but his ideas are only effective if put into practice by individuals who know the difference between leadership and management. Indeed his principles serve as a good guide for leaders in any field not just sales. 1 of 1 people found the following review helpful. Turbulent Times Leadership By Michelle K. Malsbury Tom Connellan, PhD., Author Turbulent Times: Leadership for Sales Managers, How the Very Best Boost Sales Peak Performance Press, ISBN 978-0-9769506-3-9 Non-Fiction/Business, sales, management 135 pages August 2010 Review for Bookpleasures Reviewer-Michelle Kaye Malsbury, BSBM, MM Review Doctor Connellan has experience in both, sales and manufacturing. (2010, p.127) He has founded companies and worked in the capacity of CEO. He was program director for the Michigan School of Business. Connellan has penned nine books and many articles, as well as been editorial director for management and human resource magazines. He is a New York Times bestselling author. You can learn more about Doctor Connellan by visiting his website at [...]. Chapter one (2010) talks about birth rank and performance in the work environment. There is much statistical information to support the notion that firstborns are high performers. But that does not mean that all people cannot be high performers given the right motivation and direction. Chapter two (2010) speaks about the various nuances regarding how messages are conveyed betwixt people. There are three top categories: words, vocal intonation, and body language. (p.17) Using the right positive words can help ensure that the receiver is getting a positive outlook from your conversation, but words are only part of that equation. Intonation is equally as important as word selection. (p.18) Body language is a combination of environment and gestures: are we sitting or standing, at our desk or side by side, etc.. (p.19) Body language also takes into account our facial gestures, eye contact, head movement, hand or arm gestures, and general body position. (p.21) Setting and proximity are also important to note. Accountability is the topic of chapter three. (2010) Here Doctor Connellan says to ensure that the metrics for measurement jibe with the message and goals and be sure to engage all involved in this process. (p.30) Designate actions or activities that can help your subordinates reach their goals and include some stretch so they can improve upon past performance. (p.35) If for some reason the sales professionals are unable to fulfill this obligation pad in a

contingency plan. (p.41)Feedback is important in this process and comes into play in chapter four. (2010) There are various forms of feedback and knowing which one to use when can make all the difference to those being given the message of feedback. Never use negative or punishment as a form of feedback without countering with positive and reinforcement of the good portions of jobs being done. Motivational feedback is highlighted in chapter five. (2010) Dr. Connellan says that "Positive feedback is your applause,...". (p.57) Reinforcement of positive outcomes is key to consistent performance. Connellan outlines seven principles of positive reinforcement on page 60 and says that this is best given face to face. (p.61) Primary things that can be reinforced according to Connellan are: "...behavior and results". (p.65) There are times when circumstances dictate that the form of feedback be varied to suit them. (Chapter 6, 2010) Results stem from presenting information that is: "...goal related, relevant, measured positively, immediate, and graphic." (p.76) Graphics should be: "...simple, specific, goal driven, line graphs,..." that instill competition. (pgs.84-5) Chapter seven goes over expectations and frequency with regard to feedback. (2010) Chapter eight is using it all at once. In essence if we want to create more positive results we need to be change agents. Advice here hinges on: "If you want your reps to change their behavior, you have to change your own behavior." (p.104) There is some evidence, according to Connellan's research and experience, that the most movement with regard to increased sales projections and performance will come from the middle of the heap. (p.107) Whether you are an old hat or new shoe in the business environment everyone can motivate their employees to perform better than they are. The skills and tools are not new, but tried and true things that produce consistent results. Doctor Connellan has produced a concise and easy to follow handbook on how you and your organization can improve your bottom line and increase job satisfaction amongst your subordinates. I recommend this book to business schools, managers, and sales people who are concerned about navigating during these difficult times.

Research-based and tested in the crucible of the marketplace Turbulent Times Leadership for Sales Managers shows the reader how to boost sales in any economic condition. Connellan's research uncovered skill sets in which leaders of high performing sales reps are 22% more effective than leaders of low performing reps. This book lays out in a step-by-step fashion how to put those three skill sets to work.