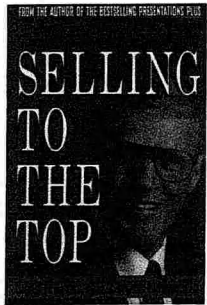# Books

Selling to the Top: David Peoples' Executive Selling Skills
by David A. Peoples.

If your product or service involves big money, top management's approval, a long sales cycle, and an ongoing customer relationship, David Peoples says it's time to start *Selling to the Top*.

In his latest book, Peoples describes how to do just that. The author begins by examining the advantages of initiating sales calls with top executives. Then he shares strategies sales reps can use to help land the big sale and differentiate themselves from the competition.

Referring to numerous examples of successful salespeople, the author shows how to

‣ Identify the decision makers who will do the buying.

‣ Get your foot in the executive-suite door.

‣ Develop a detailed plan for calling on "Mr. or Ms. Big."

‣ Persuade him or her to buy.

‣ Develop a strong working relationship for the future.

"This is a book about the benefits of calling at the top and the risks of calling at the bottom. It is about understanding why people buy and knowing when to walk away. It is about sizing up people in advance without ever having met them and modifying behavior to be more compatible with customers and clients."

"Times have changed," Peoples says. "The old ways no longer work. The prospect is not the enemy, selling is not a contest, and the order is not the prize. Old-fashioned virtues of trust, integrity, and dependability
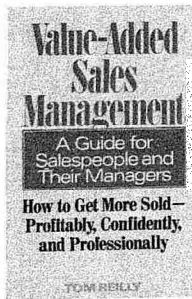
have been born again."

David Peoples is a speaker and an author on the subjects of presenting, persuading, and winning.

Selling to the Top: David Peoples' Executive Selling Skills, by David A. Peoples. 233 pp. New York, NY: John Wiley & Sons, 201/469-4400, $14.95.

Circle 245 on reader service card.

Value-Added Sales Management: A Guide for Salespeople and Their Managers
by Tom Reilly.

Sales managers can hire the best people, give them the best training, arm them with the best support, pay them well, and still struggle to improve mediocre performance and lackluster sales figures. Why? Tom Reilly says it's because they fail to give their people the management attention and time that they need to foster peak performance and sales success.

Reilly's book, *Value-Added Sales Management*, provides sales managers with a plan that can help them help their salesforces provide value-added customer service. The author begins by explaining the concept of value-added selling and by describing the conditions under which it happens.

In chapters 2 and 3, Reilly examines different types of value-added selling strategies. He also shows how salespeople can use these strategies in order to educate potential customers to make better buying decisions.

Reilly contends that no matter how well prepared salespeople are when pursuing prospects, they will

This month's reviews show how to improve sales-account management and salesforce performance, and how to increase the overall competency of technology managers.

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face customer resistance—specifically, price objections. In chapter 4, he shows how to handle price objections by forming and using customer-oriented rebuttals.

In chapter 5, the author discusses what employees can do on the front line and behind the scenes to provide value-added customer service to their organization's salesforce, as well as to external customers. For example, Reilly says employees can practice "naive" listening when dealing with customer complaints, take the time to do the necessary follow-up to correct problems, and project an "attitude of gratitude" during all customer interactions. Behind the scenes, employees can be more proactive in trying to do things right the first time.

Reilly shifts his focus from salesforce to sales manager in chapter 6. He describes critical dynamics of a strong sales-management system and offers advice on how to build and to strengthen these dynamics to enhance individual management styles. In chapters 7 and 8, Reilly offers concrete advice on how managers can motivate their sales reps and help those who are riding a career plateau.

Reilly titled chapter 9 "Management Miscellany" for a good reason. Here the author addresses a myriad of management roles such as those of communicator and leader. He also addresses a manager's responsibility to be consistent, ethical, nonintimidating, and selfless.

"You build a value-added salesforce with consistent follow-up training by the first-line sales manager. Sales managers looking for shortcuts are kidding themselves. To implement the ideas in this book successfully you must view training as the catalyst to change, and management as the change agent.

"By selling and managing the value-added way," says Reilly, "you're giving yourself the competitive advantages of operating more profitably and focusing more strategically. Remember, it's the unique combination of your high level of initiative coupled with everyone else's apathy, indifference, and inertia that will make you succeed."

Tom Reilly is president of Sales Motivational Services in Chesterfield, Missouri.

Value-Added Sales Management: A Guide for Salespeople and Their Managers, by Tom Reilly. 192 pp. Chicago, IL: Contemporary Books, 312/540-4500, $9.95.
Circle 246 on reader service card.

Major Account Sales Strategy
by Neil Rackham.

Neil Rackham's main point in his latest book, *Major Account Sales Strategy,* is simple and direct: To learn how to sell, salespeople must learn how their customers buy.

"Selling strategies that ignore the customer, or that don't take sufficient account of customer behavior, will be likely to fail.

"All people, whether influencers, decision makers, purchasing agents, or evaluation committees, normally go through distinct psychological stages when they make decisions. By understanding these stages and how to influence them, you'll find it easier to form practical account strategies that have a positive effect on your customers."

Rackham categorizes the four stages in a customer's decision process as follows:
- recognition of needs
- evaluation of options
- resolution of concerns
- implementation.

He describes the evolution of decision making during each of these phases and shows how to correlate matching sales strategies that accommodate each stage of a customer's decision to buy. To illustrate how the process works, the author provides numerous case studies and examples that show how salespeople can speed account penetration and development, improve client negotiations, and open up new, follow-up sales opportunities. And Rackham says that this, in turn, can help save time, reduce expenses, and boost overall job performance.

"If you use a logical understanding of customer behavior to anticipate customers' concerns and respond to them effectively, that's all you need to be successful in major sales."
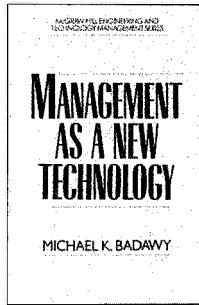
Neil Rackham is founder and president of the research and consulting firm Huthwaite Inc.

Major Account Sales Strategy, by Neil Rackham. 218 pp. New York, NY: McGraw-Hill, 800/262-4729, $22.95. **Circle 247 on reader service card.**

Management as a New Technology
by Michael K. Badawy.

Michael K. Badawy says he believes poor management of technology has been the dominant cause of the United States' corporate ills and dismal performance in world markets. To rectify this situation, Badawy says technology managers within technology-based organizations must implement more effective systems that help them to manage their technical professionals better, as well as support technology innovation and product development.

This is no small order, but *Management as a New Technology* tells how it can be accomplished.

"The management of technology is actually the practice of integrating technology strategy with business strategy. This integration requires the deliberate coordination of research, production, and service functions with the marketing, finance, and human resource functions of the company."

Badawy shows how managers can integrate these functions and improve the performance of technical professionals by using an operational model that consists of four

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The Complete AMA Guide to Management Development
by William Rothwell and H.C. Kazanas.

The following book was reviewed by Patricia L. Noel, training director for Frankford Bank in Horsham, Pennsylvania.

Looking for a reference book on how to establish and administer a planned management development program? *The Complete AMA Guide to Management Development* is a great place to start.

Authors William Rothwell and H.C. Kazanas begin by defining a planned management development program as "a systematic effort to train, educate, and develop individuals who aspire to—or are already functioning in—the management ranks. It is conducted on the job or off the job to meet individual, group, and organizational learning needs and to improve performance."

In part 1, the authors expound on their program definition by explaining the distinctions among training, education, and development. Here they also clarify the differences between planned and unplanned management development efforts, summarize major barriers to planned management development programs, and explain ways to overcome the barriers.

Part 2 focuses on the specifics of how to plan and design a management development program. The authors address the following aspects:

▶ identifying management development learning and nonlearning needs
▶ collecting and analyzing data
▶ designing a comprehensive curriculum.

The authors conclude this section with a discussion on how to administer the program by developing policies and procedures that support the program's goals and objectives and that ensure that the program is reviewed regularly.

Part 3 features formal, informal, and special management development methods such as internal and external training programs, on-the-job management coaching, management mentoring or sponsorship, and adventure learning.

Part 4 covers program evaluation. Here the authors describe different types of evaluation, key obstacles to evaluation, and ways to overcome the obstacles. They also provide a step-by-step approach for conducting a program evaluation.

GUEST REVIEWER
Patricia Noel

The book provides numerous job aids such as working outlines, worksheets, and questionnaires that managers or HRD professionals can use to help them develop programs. At the end of the book, the authors offer suggestions for modifying a management development program in order to address special issues such as globalization, downsizing, and team-based management.

William Rothwell is an associate professor of human resource development at Pennsylvania State University. H.C. Kazanas is a professor of education at the University of Illinois, Urbana-Champaign.

The Complete AMA Guide to Management Development, by William Rothwell and H.C. Kazanas. 329 pp. New York, NY: Amacom. This book can be purchased through ASTD Press, 703/683-8129. Order code: ROCA. $58 for ASTD members; $60 for nonmembers. **Circle 249 on reader service card.**

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components: a human resource planning system, a reward system, a performance-appraisal system, and a career-management system.

The next three sections of the book describe the core, enabling, and supportive competencies and technologies that managers must possess to implement the operational system.

Badawy defines core technologies as the processes and functions managers must perform to get the task done. He explains how managers can develop effective leadership styles, motivate and reward technical professionals, resolve conflicts, and enhance technical professionals' creativity.

The author defines such skills as delegating, managing change, and getting and using power as enabling technologies, or the competencies that are needed to put the core technologies into action. Specifically, he shows how to build cross-functional technical teams, boost divisional and program performance, and establish strategic criteria for measuring project success.

The final section of the book focuses on supportive technologies, which the author refers to as the infrastructure and tools that facilitate the use of core and enabling technologies. Here he stresses how to cultivate mentoring relationships, how to deal with career setbacks and managerial failure, and how to handle succession planning.

"Technological innovation cannot be achieved without corporate management devoting enormous investments and energies in developing linkages between science, engineering, and management. Done well, these linkages could produce and provide products, processes, and services representing a cohesive and distinctive corporate technological competence. This competence, then, becomes a primary tool for achieving the firm's competitive advantage."

Michael Badawy is a professor of management of technology and strategy at Virginia Polytechnic Institute and State University. He is based in Falls Church, Virginia.

Management as a New Technology, by Michael K. Badawy. 424 pp. New York, NY: McGraw-Hill, 800/262-4729, $53.
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*"**Books**" is compiled and written by* **Theresa Minton-Eversole.** *Send books for consideration to Books Editor,* Training & Development, *1640 King Street, Box 1443, Alexandria, VA 22313-2043.*

Additional Reading

The 100 Best Jobs for the 1990s and Beyond, by Carol Kleiman. 350 pp. Chicago, IL: Dearborn Financial Publishing, 312/836-4400, $19.95.
Circle 250 on reader service card.

Hiring Winners: A Comprehensive Guide to Recruiting, Interviewing, and Selecting Salespeople, by Phillip Faris. 238 pp. Amherst, MA: Human Resource Development Press, 800/822-2801, $99.95.
Circle 251 on reader service card.

The Prentice-Hall Miracle Sales Guide, 4th edition, by the Bureau of Business Practice/Prentice-Hall editorial staff. 566 pp. Englewood Cliffs, NJ: Prentice-Hall, 800/288-4745, $16.95.
Circle 252 on reader service card.

The Benchmarking of Training: A Data Collection Instrument, by the American Society for Training and Development's Benchmarking Forum. 49 pp. Alexandria, VA: American Society for Training and Development, 703/683-8129. Order code: FIBM. $20 for ASTD members; $30 for nonmembers.
Circle 253 on reader service card.

Seeking Customers, edited by Benson P. Shapiro and John J. Sviokla. 343 pp. Boston, MA: Harvard Business School Press, 617/495-6117, $29.95.
Circle 254 on reader service card.