

Books

Making Your Sales Team #1

by **Thomas L. Quick.**

The theme of this book is that a salesforce won't increase its level of performance without its manager's help. *Making Your Sales Team #1* shows managers what they must do to help their salespeople be the best they can be.

Quick writes that a sales manager must first have a goal of pushing salespeople to the top, and then work to rally the team's support to achieve that goal. Chapters 1 and 2 describe what it takes to build a top-producing team, and explain how to enlist the team in the change effort.

The most important factor that influences a salesperson's effectiveness is continuous, individualized training that can be applied directly in the field. A manager can ensure that training is valuable by making sure it's relevant and realistic to each salesperson's situation and by providing the additional resources and feedback needed to sustain successful change and improvement.

But no training can bring about permanent change unless the sales team is motivated to increase its effectiveness. The author shows how managers can sell their ideas to their sales teams by using the five steps of a sales transaction:

- ▶ Know the product.
- ▶ Know your prospect.
- ▶ Involve your prospect.
- ▶ Ask for action.
- ▶ Be prepared to handle opposition.

Chapters 3 and 4 place more emphasis on the manager's role as a partner and offer advice on how to give criticism that motivates people. Chapter 4 also explains a counseling process that can be used to help less-effective team members. Finally, chapter 5 shows how to use various rewards to ensure that salesforces

maintain their new levels of sales effectiveness.

"Contemporary managers deal with a diversity of personalities, motivations, and satisfactions. To be effective with your salespeople, you must know and understand what drives them. You can form a partnership with them as long as they believe you are interested in their well-being.

"Your salespeople rely on you to help them actualize their potential. You've evaluated their strengths and particular talents. You can point their way to greater effectiveness. And you're available to teach, advise, and counsel. Managers who don't take continual training and development seriously are cheating themselves, their salespeople, and their companies."

Thomas Quick also wrote the book *Increasing Your Sales Success: 1001 Ways To Excel in Selling*.

Making Your Sales Team #1, by Thomas L. Quick. 157 pp. New York, NY: Amacom, 212/586-8100, \$19.95.

Circle 245 on reader service card.

Managing Mavericks: The Art of Sales Management

by **Leslie J. Ades.**

This book also shows how to build an effective, cohesive sales team without breaking the spirit of the independent nonconformists the author calls mavericks. But Ades pays particular attention to new managers who are making the transition from being the maverick sales representatives to "managing mavericks."

Ades says the transition can be made easily if managers hone the skills required for the four roles of a sales manager: leader, personnel expert, trainer/coach/counselor, and motivator.

This month's books address sales management, the transition to management, training, and employee involvement.

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Books

Under the leadership role, the author discusses the importance of learning to delegate responsibility to others and explains why it is important to learn basic administrative skills. He also describes five personalities of mavericks and shows how each handles role modeling and leadership responsibilities.

In part 2, Ades addresses the role of the personnel expert by explaining how to recruit, select, and hire star performers. He offers step-by-step guidelines on pre-interviewing, interviewing, and hiring procedures.

In part 3, he describes training methods as well as short- and long-term motivational techniques that can be used to help star performers grow without losing management control. He examines ways to control selling behavior, conduct field visits and performance appraisals, handle problem employees, prevent burnout and turnover, and establish a network of recruitment sources.

And in part 4, Ades provides what he calls the "executive crib sheet," which contains the answers to the case studies, self-probes, and quizzes that are presented throughout the book.

"Strive to become a professional sales manager who achieves a harmonious balance between the needs of your individual mavericks and the needs of your company. In doing so, always do the right thing in the right way. Much more respect and loyalty are given to tough-minded leaders, the ones who aren't afraid to make those complex and often unpopular decisions, just as long as they are perceived by their sales team members to be decent, fair, and reliable in their dealings with them."

Leslie Ades is founder and executive director of Ades Marketing Consortium in Los Angeles, California.

Managing Mavericks: The Art of Sales Management, by Leslie J. Ades. 222 pp. New York, NY: McGraw-Hill, 800/722-4726, \$22.95.

Circle 246 on reader service card.

What Every Manager Should Know About Training

by Robert F. Mager.

"Many managers have just about had it with what they think of as the 'training scam.' But many managers

who feel dinged by the training game are victims by choice. They are people who wouldn't dream of entering a high-stakes poker game without at least knowing the rules and something about the strategies, but who blithely buy training without knowing the territory."

Robert Mager clearly has little sympathy for managers who don't research the types of training their employees need. But he shows in his latest book that he empathizes with managers who want to learn how to get the best services for their money.

In his usual clear, concise writing style, Mager shows managers exactly how to be wise consumers of training and performance services in *What Every Manager Should Know About Training*. He shows how to assess the needs of employees to decide where and when training will do the most good, and he shows how to avoid expensive training programs when cheaper, faster solutions to a performance problem are available.

According to the author, the way to make cost-effective use of training and nontraining tools is to know the following:

- what it takes to make the desired performance happen
- how to make sure that you get the training and other services you need
- how to decide when to train and when to do something else
- how to deal with trainers
- how to get full value by ensuring that people retain the skills they've learned
- how to do it yourself.

The author presents strategies managers can use to master all of those topics and solve difficult performance problems.

"With just a little coaching, you can avoid the training scams that drain your budget, as well as the unskilled trainers who see every situation as a nail to be whacked by their training hammer. With just a few insights about the rules of the training game and the turf on which it is played, you can tap into your training resources for services that will knock your socks off in terms of the good they can do for you."

Robert Mager is a leading authority on the use of training and other

techniques for solving human performance problems.

What Every Manager Should Know About Training, by Robert F. Mager. 151 pp. Belmont, CA: Lake Publishing Company, 415/592-1606, \$14.95. **Circle 247 on reader service card.**

Just Promoted! How To Survive and Thrive in Your First 12 Months as a Manager

by Edward Betof and Frederic Harwood.

One day you're sitting around the lunchroom discussing your job and what you would do to change things if you were in charge. The next day, you are! Well, maybe not in charge of the whole company. But you've just received your first management job, and it's time to begin jockeying for position among your peers and those who will now work for you. What's your first move?

If you don't know, don't fret. Authors Edward Betof and Frederic Harwood provide a blueprint for success in their book, *Just Promoted!* Whether you'll supervise those who were once your peers or you're an outsider moving in, Betof and Harwood offer practical advice on how to handle the first 12 months of transition at work as well as in your personal life.

The authors address a full range of issues new managers must face, and use real-world examples, checklists, and chapter highlights and summaries to demonstrate step-by-step ways to deal with each. They present methods for getting established in a new assignment and managing relationships with subordinates, peers, and senior managers. They also tell how to assess an organization's health, how to make an impact, and how to build an effective work team.

Betof and Harwood also examine an often-overlooked aspect of management transition—its impact on a manager's personal life. They explain how to cope with the strain of a more demanding position and show how to achieve a more healthy balance between your working life and your life outside the office.

"When you move up, you're really making two transitions simultaneously. You must establish yourself in your new assignment and begin to

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Please order all other books through the publishers.

work toward achieving an impact on your organization. This is a critical phase in your professional development, and your ability to perform can make or break your career.

"You also have a second transition to make, a very personal one. In the euphoria about getting the promotion, few managers adequately plan for the inevitable changes in their personal lives.

"This book is not a quick fix. We suggest effective, practical ways for you to succeed at work and at home as you develop as a manager. It is also helpful for more experienced midlevel and senior managers, who can use it as a resource to guide and coach their subordinates as they assume new responsibilities."

Edward Betof is assistant vice-president and director of human resource planning and development for the U.S. Pharmaceuticals Division of Hoffman-La Roche. Frederic Harwood is a vice-president of Barnett International.

Just Promoted! How To Survive and Thrive in Your First 12 Months as a Manager, by Edward Betof and Frederic Harwood. 273 pp. New York, NY: McGraw-Hill, 800/722-4726; \$29.95 (hardcover), \$14.95 (paperback).

Circle 248 on reader service card.

Instructor Excellence: Mastering the Delivery of Training

by Bob Powers.

Instructor Excellence presents a comprehensive set of performance standards that instructors with all levels of experience, as well as training managers, can use to facilitate excellent performance.

The book is divided into three parts that show novice instructors how to get started, experienced trainers how to evaluate what works and what doesn't, and supervisory personnel how to evaluate performance and reward excellence.

Part 1 focuses on how adults learn and interact, and examines ways in which trainers can have an effect on learning. The author defines the job of the instructor and identifies the skills, knowledge, qualifications, experience, and characteristics of excellence. This section also introduces the instructor performance system Powers advocates, and provides supervisors with tools to select instructors.

Part 2 defines 60 standards of performance in the following categories and shows how to adapt each standard to fit your job and your organization:

- ▶ being a well-prepared instructor
- ▶ generating abundant classroom participation
- ▶ building presentation skills
- ▶ adhering to course content and sequencing
- ▶ asking and responding to questions
- ▶ using training aids to enhance learning
- ▶ collecting and making sense of evaluation data.

Part 3 explains how supervisors can provide feedback that reinforces and develops excellent performance. It provides tools they can use to observe and document performance, conduct progress reviews, handle difficult performance discussions, and complete performance appraisals.

"Instructors will perform with excellence if they are capable, have well-defined job roles, know what is expected of them, have the tools to do the job, and receive feedback and rewards that reinforce and develop excellent performance.

"Throughout this book, you will find examples drawn from outstanding

companies around the world that show how they have made use of these concepts to attain instructor excellence. If you are an instructor, a supervisor of instructors, or a manager with an interest in performance excellence, I believe you will find great value in this book."

Bob Powers is president of Bob Powers & Associates consulting firm, located in Three Bridges, New Jersey, and San Francisco, California.

Instructor Excellence: Mastering the Delivery of Training, by Bob Powers. 230 pp. San Francisco, CA: Jossey-Bass. This book can be purchased through ASTD Press, 703/683-8129. Order code: POIE. \$26 for ASTD members, \$28 for nonmembers.

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Additional Reading

Guerilla Selling: Unconventional Weapons and Tactics for Increasing Your Sales, by Bill Gallagher, Orvel Ray Wilson, and Jay Conrad Levinson. 208 pp. New York, NY: Houghton Mifflin, 212/420-5820, \$9.95.

Circle 251 on reader service card.

Bringing Total Quality to Sales, by Cas Welch and Pete Geissler. 87 pp. Homewood, IL: Business One Irwin. This book can be purchased through ASTD Press, 703/683-8129. Order code: MEBT. \$12 for ASTD members, \$13 for nonmembers.

Circle 252 on reader service card.

The New Leadership Paradigm: Social Learning and Cognition in Organizations, by Henry P. Sims and Peter Lorenzi. 322 pp. Newbury Park, CA: Sage Publications, 805/499-0721, \$19.95.

Circle 253 on reader service card.

The Creative Manager: Finding Inner Vision and Wisdom in Uncertain Times, by Peter Russell and Roger Evans. 191 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$24.95.

Circle 254 on reader service card.

Quest for Quality: How One Company Put Theory to Work, 2d edition, by Roger L. Hale, Douglas R. Hoelscher, and Ronald E. Kowal. 181 pp. Minneapolis, MN: Tennant Company, 612/424-1370, \$14.95.

Circle 255 on reader service card.

Employee Involvement and Total Quality Management: Practices and Results in Fortune 1000 Companies

by Edward E. Lawler, Susan Albers Mohrman, and Gerald E. Ledford.

According to the authors, *Employee Involvement and Total Quality Management* is the first study to report changes over time in the rate at which large U.S. firms have adopted employee involvement practices.

In part 1, the authors address the adoption rate from 1987 to 1990 of such employee involvement techniques as information-sharing practices, knowledge-increasing practices, reward-system practices, and power-sharing practices.

Part 2 looks at the overall structure

of employee involvement programs, focusing on how they are implemented and what types of policies, practices, and support are provided for them.

Part 3 focuses on the results of employee involvement programs and examines the success of programs that include reward systems such as skill-based pay and power-sharing initiatives such as reorganization into self-managing teams. It also reports on the companies' overall evaluations of their employee involvement activities, based on the criteria of internal operating effectiveness and financial performance.

Part 4 focuses on what types of organizations adopt employee involvement, comparing large and small companies as well as service and manufacturing organizations. It also addresses how unionization affects the adoption of employee involvement.

"The study provides a benchmark of the degree to which employee involvement practices are actually used by U.S. corporations, and it allows conclusions about the rate of increase and decrease in the use of employee involvement over the study period. The information should be of use to managers who are considering the adoption of employee involvement and to researchers who are in search of data on how management practices are changing in the United States."

Edward E. Lawler is a professor of management and organization in the Graduate School of Business Administration at the University of Southern California and founder and director of the school's Center for Effective Organizations. Susan Albers Mohrman and Gerald E. Ledford are senior research scientists at the center.

Employee Involvement and Total Quality Management: Practices and Results in Fortune 1000 Companies, by Edward E. Lawler, Susan Albers Mohrman, and Gerald E. Ledford. 157 pp. San Francisco, CA: Jossey-Bass, 415/433-1767, \$65.

Circle 250 on reader service card.

Close to the Customer: 25 Management Tips From the Other Side of the Counter, by James H. Donnelly. 214 pp. Homewood, IL: Business One Irwin, 800/634-3961, \$19.95.

Circle 256 on reader service card.

Performance Measurement for World-Class Manufacturing: A Model for American Companies, by Brian H. Maskell. 408 pp. Cambridge, MA: Productivity Press, 800/274-9911, \$49.95.

Circle 257 on reader service card.

All Teams Are Not Created Equal: How Employee Empowerment Really Works, by Lyman D. Ketchum and Eric Trist. 318 pp. Newbury Park, CA: Sage Publications, 805/499-0721, \$29.95.

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ASTD Trainer's Toolkit: Job Aids, by American Society for Training and Development. 175 pp. Alexandria, VA: ASTD, 703/683-8129. Order code: TTJA. \$39 for ASTD members, \$59 for nonmembers.

Circle 259 on reader service card.

The Best of Needs Assessment, by American Society for Training and Development. 105 pp. Alexandria, VA: ASTD, 703/683-8129. Order code: BONA. \$19 for ASTD members, \$25 for nonmembers.

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