

**PROFESSIONAL SALESMANSHIP – LECTURE 12**

**CHAPTER 12 – Adding Value: Self – Leadership and Teamwork**

**ADDING VALUE: SELF – LEADERSHIP AND TEAMWORK**

**Objectives**

**After completing this module, you should be able to**

1. Detail the five consecutive stages involved in self-leadership.
2. Highlight the significance of meticulous and efficient planning processes.
3. Recognize the four tiers of sales objectives and elucidate their interconnectedness.
4. Outline two methods for categorizing accounts based on their characteristics.
5. Elaborate on the implementation of various strategies for routing territories effectively.
6. Analyze the practicality of diverse sales technologies and automation tools.
7. Specify six essential competencies for fostering internal relationships and team cohesion.

**EFFECTIVE SELF-LEADERSHIP**

How often have you found yourself thinking, "I just don't have enough time to get everything done"? In truth, most people don't need more time; they need to reprioritize the time they have. There are only so many hours in a day, and highly effective salespeople understand that they can never have enough quality selling time. To make the most of their time, these high achievers develop strong self-leadership skills, treating time as a valuable, irreplaceable resource and investing it wisely to achieve the best results.

Self-leadership, essential for success in any career, involves doing the right things and doing them well. It's not just the effort that determines success, but how well that effort is refined and aligned with one's goals. In sales, this is often expressed as selling smarter rather than harder. Before spending valuable time and resources, salespeople must establish priorities through setting objectives. Only then do they implement the right plans designed to achieve those objectives.

The process of self-leadership consists of five sequential stages. First, set goals and objectives that reflect what is important and what needs to be accomplished. This is followed by analyzing the territory and classifying accounts. Next, with goals set and accounts classified, strategic plans are implemented to achieve the objectives through the proper allocation of resources and effort.

### **Stage One: Setting Goals and Objectives**

Setting priorities by establishing goals and objectives is crucial for effective self-leadership. This initial stage, often called "beginning with the end in mind," is essential. If a salesperson doesn't understand what is important, how can they know what to focus on? Moreover, without knowing what they aim to achieve, how can they determine where to start, how to proceed, or which plan is best? Clear goals are necessary for salespeople to recognize when they've met their objectives. Without clear goals and objectives, it's easy to drift from task to task, typically focusing on minor and less productive activities because they are easier to complete. This natural drift leads to poor sales performance and frustration.

### **What Makes a Good Goal?**

Although goals and objectives might be best described as desired outcomes, these terms have specific meanings. "Desired" indicates that the goal is something worthwhile to pursue and allocate resources toward. "Outcome" signifies a specific result or effect stemming from certain activities or behaviors—something that can be identified and measured. Effective goals should be (1) realistic yet challenging, (2) specific and quantifiable, and (3) time-specific.

Realistic, Yet Challenging: Goals should be achievable and realistic. If goals are set beyond what is possible, they can become demotivating and counterproductive. Conversely, if goals are too easily attainable, performance may decline to meet the lower standard. Challenging goals are typically more motivating than easily achieved ones.

Specific and Quantifiable: Goals must be clear and precise to avoid ambiguity. For example, aiming to have the top territory in the district can be interpreted in various ways—whether it means the largest sales increase, the fewest customer defections, the highest customer satisfaction, the smallest number of price discounts, or the largest reduction in travel expenses. Specificity ensures that the goal is a defined target, making it easier to focus efforts.

Time Specific: The third requirement for effective goals and objectives is to include a specific timeline. For example, a goal of achieving a 12 percent increase in sales by December 31 is more compelling than merely stating the goal of increasing sales by 12 percent. Setting a timeline establishes a deadline for planning and creates a sense of urgency, which motivates action.

### **Working with Different Levels and Types of Goals**

For maximum effectiveness, salespeople set goals at four levels: personal goals, territory goals, account goals, and sales call goals. While each level requires different efforts and produces distinct outcomes, they are all interconnected and interdependent. For instance, a salesperson's personal goal might be to earn \$70,000 annually by December 31. If the salesperson earns an 11 percent commission on sales, this personal goal depends on reaching the territory goal of selling \$636,364 worth of products in the same timeframe. If the territory consists of 19 equally sized accounts, the territory goal relies on achieving an account goal of \$33,493 in sales per account annually. Given that each account is visited twice monthly, the sales call goal would be \$1,396

per call to meet the account goal. This example demonstrates that higher-level goals depend on setting and achieving specific lower-level goals for each sales call.

### **Stage Two: Territory Analysis and Account Classification**

Territory analysis and account classification, the second stage of self-leadership, focuses on identifying the customers and prospects most likely to make a purchase. This involves determining who they are, where they are located, what they buy, why they buy, how much and how often they buy, who has the authority to buy, who can influence the purchase decision, the probability of making a sale to each account, and the potential market share that might be captured.

Numerous sources provide intelligence to help salespeople answer these questions, and the information boom on the Internet has made accessing this data easier than ever before.

### **Account Classification**

Account classification involves categorizing existing customers and prospects based on their sales potential. This helps salespeople prioritize accounts for call planning and time management. Often, salespeople discover that 80 to 90 percent of their sales potential comes from just 10 to 20 percent of their total accounts. As a result, account classification helps them allocate their time, effort, and resources more efficiently, enhancing their effectiveness in achieving sales goals. Two common methods for classifying accounts are single-factor analysis and portfolio analysis.

### **Single-Factor Analysis**

Single-factor analysis, also known as ABC analysis, is the simplest and most widely used method for categorizing accounts. This approach involves evaluating accounts based on a single factor, typically their sales potential. Accounts are then sorted into three or four categories labeled with letters of the alphabet—'A,' 'B,' 'C,' and sometimes 'D.' Accounts with the highest sales potential

are placed in category 'A,' those with medium potential in 'B,' and so forth. Each category receives a corresponding level of selling effort. For instance, 'A' category accounts may be visited every two weeks, 'B' category accounts every four to six weeks, and 'C' category accounts might receive an annual personal sales call with interim service provided by the seller's telemarketing team.

### **Portfolio Analysis**

Known as two-factor analysis, the portfolio analysis method aims to address the limitations of single-factor analysis by considering two factors simultaneously. Each account is evaluated based on these two specified factors and then placed into the appropriate segment of a matrix. This matrix is typically divided into four cells, where accounts are classified based on their individual ratings—such as 'high' and 'low,' or 'strong' and 'weak'—on each factor. The location of the cell indicates the overall attractiveness of the accounts and guides the salesperson in allocating resources and effort. Generally, accounts within the same cell receive similar levels of attention and selling effort.

### **Stage Three: Development and Implementation of Strategies and Plans**

Stage One provides salespeople with clear guidelines on what is important and the goals to achieve at the levels of individual sales calls, accounts, and the entire territory. Stage Two involves identifying and prioritizing each account's potential within the territory, as well as understanding their relative positioning. However, top salespeople go beyond this. They utilize this information to develop strategies and plans aimed at achieving their goals. By strategically applying their resources in an organized manner, they effectively nurture and capitalize on the potential sales opportunities present in their territory.

### **Establishing and Implementing Selling Task and Activity Plans**

When executed effectively, sales planning results in a structured schedule of activities that serves as a roadmap for achieving objectives. Initially, it begins with a broad, long-term plan spanning 6

to 12 months. This overarching plan outlines commitments, deadlines, and the necessary activities to fulfill them. These longer-term plans then form the foundation for shorter-term plans and daily selling activities. The sales planning program at Federal Metal Products (FMP) exemplifies an effective prototype of this approach.

To enhance the effectiveness of daily sales plans, salespeople should adhere to two key principles. Firstly, plans should be written down. Written plans are more thoroughly developed, increase motivation, and foster commitment among salespeople to see them through to completion. Additionally, written plans help prevent important tasks from being overlooked due to forgetfulness. Secondly, plans should remain current and flexible. Creating a new daily plan each day accommodates unforeseen changes and ensures that unfinished priorities or activities can be carried over to the following day.

Territory routing plans integrate information from territory analysis and account classification stages to minimize unproductive travel time and maximize customer interaction. Effective routing plans reduce unnecessary backtracking and optimize time management. By knowing the daily call capacity, required frequency for each account category, and geographic proximity between accounts, salespeople can devise optimal routing strategies. While some professionals still use traditional methods like colored map pins and markers on wall maps, increasingly accessible computer applications offer affordable options for plotting optimized routing plans. These plans typically adhere to one of five common patterns: straight line, cloverleaf, circular, leapfrog, and major city.

### **Straight Line**

In a straight-line routing plan, salespeople begin their calls from their office and proceed in a single direction through the territory. Illustrated in Figure 10.2, once they reach the end of their route, they change direction and continue making calls along a new straight line. This pattern

repeats until they return to the starting office location. Straight-line routing is most effective when accounts are dispersed in clusters that are spaced apart from each other.

### **Cloverleaf**

The cloverleaf routing plan is ideal for territories where accounts are clustered in various parts. In this pattern, the salesperson works different sections of the territory during each trip, traveling in a circular loop that returns to the starting point. Each loop may take a day, a week, or longer to complete, and the salesperson covers a new loop on subsequent trips until the entire territory is covered.

### **Circular**

Circular routing plans commence from the office and follow an expanding pattern of concentric circles that spiral across the territory. This approach is most effective when accounts are evenly spread throughout the territory.

### **Leapfrog**

The leapfrog routing plan is utilized in large territories where accounts are grouped into widely dispersed clusters. Starting from one cluster, the salesperson focuses on all accounts in that location before moving to the next cluster. This process repeats until all clusters have been covered, after which the salesperson returns to the office or home base. In cases where the distance between clusters is significant, travel between them is often facilitated by flying.

### **Major City**

The major city routing plan organizes territories into geometric shapes that reflect the concentration and distribution of accounts. Downtown areas are densely packed with addresses laid out in a grid pattern of city blocks and streets. As a result, the downtown segment is typically a small square or rectangular area where accounts can be approached in a straightforward manner, moving systematically from one street to another.

In contrast, outlying areas are divided into evenly balanced triangles or pie-shaped quadrants. Each quadrant is addressed methodically, either in a straight-line sequence or using a cloverleaf pattern, to ensure comprehensive coverage of all accounts in those regions.

#### **Stage Four: Tapping Technology and Automation**

Selling technology and automation tools have become indispensable, shifting from mere novelties to essential instruments. When utilized effectively, these tools stimulate creativity and innovation, streamline the entire sales process, create new selling opportunities, facilitate collaboration across teams within an organization, and improve communication and follow-up with customers. In essence, leveraging appropriate sales technologies and automation tools enables salespeople to amplify their resources, leading to improved sales performance and outcomes.

Sales professionals, their managers, and customers unanimously agree on the importance of salespeople keeping abreast of technological advancements relevant to sales. Given the plethora of rapidly evolving technologies, salespeople must not only become proficient in using these technologies but also understand the optimal contexts for their application. Contemporary selling technologies embraced by today's salesforce encompass a variety of tools, with computers serving as the cornerstone. These options range from desktops to notebooks, laptops, palmtops, and personal data assistants (PDAs). A glimpse into the waiting areas of major airports offers a snapshot of salespeople utilizing standard word-processing packages and customized online electronic forms to craft reports and proposals swiftly. Others leverage spreadsheet applications and query-based database programs to analyze customer accounts comprehensively. Many also employ contact management software like Siebel Systems, ACT!, Maximizer, ActiveSales, and Sales Logix to maintain updated and organized customer files, facilitating easy access to detailed customer information. Additionally, software such as PowerPoint is frequently utilized for

refining graphics and presentations, highlighting the seamless integration of technology into contemporary sales practices.

### **Internet and World Wide Web**

For many years, company networks have been utilized, but the advent of the Internet has significantly enhanced their accessibility and affordability. Instant access to the Internet connects salespeople globally with customers, information sources, colleagues, and management. Crucially, it enables salespeople to engage with their customer base and support networks worldwide, around the clock. Beyond the convenience of email, numerous sales organizations are establishing intranets and extranets—secure proprietary websites accessible via passwords and security authorizations. Intranets serve as internal networks within the organization, utilizing the Internet or commercial channels to establish direct connections between company units and individuals. Extranets, a specialized form of intranet, are restricted for proprietary use but provide controlled and secure access to specific suppliers and customers, facilitating communication and collaboration.

### **Pagers and Cell Phones**

Advancements in portable communication devices like pagers and cell phones have revolutionized the way sales professionals stay connected with customers, their home base, and even their families while on the move, whether traveling long distances or just stepping across the parking lot to make a client call. Modern pagers provide ubiquitous access to the carrier, allowing customers and others to reach out anytime, anywhere. Far surpassing the basic beepers of the past, contemporary pagers can receive full-text messages and emails without the need for immediate phone response. Leading paging companies like SkyTel have introduced pagers equipped to respond to messages and emails. Similarly, cell phones have undergone significant technological strides, boasting expanded coverage, reduced sizes, and multifunctional capabilities. Today's smartphones offer a myriad of features including internet and web access,

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wireless faxing, email, digital imaging, scheduling, and mobile contact management database capabilities.

#### **Voice Mail**

Have you experienced the exasperating game of telephone tag? With the increasing demands on people's schedules, completing a phone call on the first attempt is becoming even more challenging. Instead of merely leaving a voicemail to inform the recipient of a missed call, top-performing sales professionals have honed their skills in utilizing voicemail to exchange information with customers, sales management, and support centers at headquarters. Proficiency in leveraging voicemail as an extension of one's communication abilities not only saves considerable time and effort but also frees up additional time for sales activities.

#### **High-Tech Sales Support Offices**

Organizations with geographically dispersed sales forces or those operating across multiple regions have recognized the benefits of establishing high-tech sales support offices at various locations. These offices serve both resident and nonresident salespeople, providing access to a wider array of selling technology than can be conveniently carried on a notebook or laptop. Additionally, they serve as access points to the organization's networks, intranets, and extranets. For instance, IBM has established such high-tech offices globally. For example, an IBM representative based in Dallas might collaborate on a project in Chicago, where they would have access to the same technology and support available in Dallas. This comprehensive access encompasses company networks, customer accounts, communication channels, and software applications, thereby optimizing convenience and productive time for all involved parties.

Stage Five: Assessment of Performance and Goal Attainment

An often underestimated aspect of self-leadership is the periodic evaluation of progress, a critical stage in the process. While it's crucial, this assessment should go beyond a simple check at the end of a period to determine goal attainment. Instead, assessment checkpoints should be integrated into plans at various points to encourage and facilitate ongoing evaluation. These regular comparisons between actual performance and predefined checkpoints provide opportunities to consider adjustments or revisions before it's too late to impact outcomes. Moreover, evaluation should not only focus on progress but also on identifying strengths and areas for improvement. This insight can inform modifications to plans, tasks, and activities across different stages of self-leadership, ultimately enhancing future success and performance.

### **INCREASING CUSTOMER VALUE THROUGH TEAMWORK**

In the competitive landscape of business, quality customer service is increasingly pivotal to strategic success. With customer expectations becoming more intricate, selling organizations are realizing that relying solely on salespeople to ensure customer satisfaction is no longer sufficient. Instead, teamwork, both internally within the organization and in collaboration with customers, is being underscored as essential for fostering customer focus and enhancing sales performance.

#### **Internal Partnerships and Teams**

The practices and findings of leading selling organizations, along with extensive sales research, affirm the significance of teamwork as a fundamental driver of sustained selling success. Results from three studies involving over 200 companies employing approximately 25,000 salespeople corroborate the notion that collaboration and teamwork are indispensable for successful selling endeavors. Similar conclusions have emerged from studies exploring the expectations of business-to-business buyers regarding supplier interactions. In two separate studies involving 6,708 customer evaluations within the financial services sector, the ability of suppliers to forge both internal and external partnerships emerged as the primary determinant of customer satisfaction.

Contemporary sales methodologies prioritize the cultivation of external customer relationships, reflecting the evolving dynamics within sales forces today. However, this emphasis on external relationships should not overshadow the critical role of fostering internal collaborative relationships within one's own organization. The significance of these internal relationships is self-evident, as a salesperson's success hinges on the support received from various functional areas within the organization. While salespersons bear the primary responsibility for maintaining customer relationships, the strength and longevity of these relationships are contingent upon the collective efforts and resources contributed by multiple individuals throughout the selling organization.

### **Sales Partnerships**

In the sales department, salespeople frequently collaborate with their peers to leverage their respective strengths and expertise tailored to specific selling scenarios or customer needs. Additionally, forming partnerships with sales managers and other executives is crucial for garnering support in devising innovative solutions to meet customer requirements. XL Capital, a renowned global leader in alternative risk transfer products, financial risk management, and surplus lines of commercial property and casualty insurance, specializes in catering to Fortune 500 and Fortune 1000 clients. Within XL Capital, salespeople, also known as customer business unit managers, focus on specific customers and industries. It's customary for XL's sales professionals to collaborate in teams, pooling their diverse experiences and expertise to effectively engage with customers operating across a wide range of industries.

### **Marketing Partnerships**

Collaboration with the marketing department is indispensable for sales professionals in devising comprehensive solutions for customers over the long haul. Marketing plays a pivotal role in formulating organizational marketing strategies, which serve as guiding principles for the sales force. Furthermore, by leveraging insights gleaned from field observations by the sales team,

marketing aids in crafting new market offerings in response to evolving customer demands. Additionally, marketing serves as a valuable resource for salespeople, providing access to information and aiding in the development of sales proposals.

At Pocahontas Foods, a prominent institutional food broker operating nationwide, account managers routinely collaborate with members of the marketing department to relay updates on customer needs and competitor activities. This synergistic partnership enables Pocahontas to continually introduce innovative product offerings to the market, informed by insights from their sales team.

Partnerships between sales, design, and manufacturing personnel are also vital. Salespeople often advocate for product design ideas and alterations to manufacturing schedules to meet customer requirements. When individuals from design, manufacturing, and sales collaborate, they are better positioned to fulfill performance and delivery commitments, thereby enhancing customer satisfaction. Wallace, a leader in business forms and systems, prioritizes a company-wide ethos centered on customer orientation and support. As part of their training regimen, sales staff gain firsthand experience in production facilities to grasp the intricacies involved in meeting product design and delivery specifications discussed in the field. This cross-training fosters personal connections between sales and production staff, which prove invaluable in addressing complex customer needs or special delivery requirements.

### **Administrative Support Partnerships**

Sales professionals collaborate with colleagues from administrative support functions including management, finance, credit, billing, and information systems. Each of these departments has its own set of goals and objectives, leading to policies and procedures that govern their activities and impact operations organization-wide, including sales. Optimal customer service is achieved when salespeople cultivate effective relationships within these units, fostering cooperation for

the mutual benefit of the organization and its customers. Jim Gavic, an account manager at Great Lakes Trucking, manages a territory spanning from the industrial sector of south Chicago to Gary, Indiana, and south to Indianapolis. Gavic attributes 20 percent of his annual sales to his close ties with individuals in the company's finance and credit department. Through collaborative efforts, they negotiated special billing terms for several major accounts. Without this flexibility, these customers would have potentially sought alternatives with competitors offering more accommodating credit policies.

### **Shipping and Transportation Partnerships**

Salespeople occasionally encounter urgent customer demands that necessitate special treatment of an order. This could involve expediting a shipment for immediate delivery or handling an interim order of smaller than standard size. Regardless of the specific need, such situations can impact the timely processing of other shipments and may even lead to increased operational costs for the department. For instance, Curtis James, territory manager at General Electric Appliances, experienced heightened sales activity during the opening of a new store in Oklahoma City. To prevent any inconvenience to the customer, he personally delivered a fill-in order to the GE district office, facilitated credit approval, arranged for shipping, and assisted with loading the truck. Through teamwork, Curtis managed to accomplish in a single day what would typically take eight to ten days. Dealing with exceptions like these requires a collective effort, and it's not uncommon for salespeople to actively contribute by managing orders, packing items, and even assisting with loading operations.

### **Customer Service Partnerships**

Collaboration between sales and customer service teams can create a synergistic effect that yields a wide-ranging impact, resulting in enhanced customer satisfaction, increased customer retention rates, and improved sales performance. Customer service personnel, such as call center

operators and service technicians, typically have more frequent interactions with customers compared to account representatives. Consequently, they can serve as an early warning system for salespeople by providing valuable insights into customer complaints, issues, evolving needs, and changes encountered during customer interactions. For instance, Cap Williams, a salesperson at Southwestern School Supply, regularly liaises with the company's customer service staff to stay informed about any customer interactions they have. This proactive approach enables him to preempt potential customer issues, offer exceptional post-sale support, and consistently earn recognition as the Top Salesperson of the Year. When sales professionals like Williams act upon the insights provided by customer service to nurture customer relationships and drive sales, customer service personnel are motivated to collaborate further for the collective benefit of the team.

Conversely, salespeople often lend support to customer service personnel by directly engaging with customers to address concerns before they escalate into complaints. Additionally, they provide guidance and training to assist customers in utilizing the products they've purchased. This reciprocal support strengthens the bond between sales and customer service teams, fostering a collaborative environment aimed at delivering exceptional customer experiences and driving sales growth.

### **Building Teamwork Skills**

Salespeople who frequently request special production runs, extensions to customers' lines of credit, expedited shipments, or extra attention from customer service without considering the broader implications are seeking quick fixes. While these quick fixes may fulfill the immediate needs of the customer and the salesperson, they often run counter to the objectives of the functional unit and the organization as a whole.

Achieving synergistic teamwork necessitates a commitment from all parties to seek and strive for win/win solutions. However, in the haste to meet customer demands, salespeople may

inadvertently adopt a win/lose mindset. It's not that they intend for anyone to lose, but rather they prioritize achieving their own objectives. This win-oriented approach is prevalent in everyday negotiations, where individuals primarily focus on accomplishing their own goals, leaving it to others to pursue theirs.

## **SUMMARY**

1. Describe the five consecutive steps of self-leadership. Self-leadership comprises five sequential stages. Initially, goals and objectives must be established to reflect priorities and desired accomplishments. Subsequently, a thorough analysis of the territory and classification of accounts are conducted to understand territory potential and prioritize accounts based on revenue-generating opportunities. With goals set and accounts prioritized, the third step involves developing strategic plans aimed at achieving sales objectives through optimal resource allocation. Next, the effectiveness of allocated resources is maximized by leveraging technology and sales force automation to enhance salesperson capabilities. Finally, assessment activities are undertaken to evaluate performance, goal attainment, and potential plan and strategy adjustments.

2. Discuss the significance of thorough and effective planning. Success in any profession hinges on executing tasks efficiently and effectively. It's not merely the quantity of effort but the quality and alignment of that effort with one's goals that determine success. In sales, this translates to working smarter rather than harder. Before investing valuable resources, it's imperative to establish priorities in the form of objectives. Subsequently, strategic plans tailored to achieving these goals in light of available resources and market potential are implemented. Self-leadership involves first determining objectives and then executing a well-devised plan to achieve them.

3. Identify the four levels of sales goals and elucidate their interconnections. Salespeople must establish four distinct levels of goals to optimize sales effectiveness: personal goals, sales call

goals, account goals, and territory goals. Each level necessitates different efforts and yields varying outcomes, with each level being interconnected and dependent on the others. Ultimately, achieving higher-level goals is contingent upon setting and achieving specific goals at lower levels.

4. Describe two methods for account classification. Account classification involves two fundamental methods: single-factor analysis and portfolio analysis. Single-factor analysis, also known as ABC analysis, categorizes accounts based on a single criterion, typically sales potential, into categories denoted by letters of the alphabet. Conversely, portfolio analysis, also called two-factor analysis, allows simultaneous consideration of two factors. Accounts are sorted into segments of a matrix based on their ratings on each factor, determining their classification and corresponding level of attention.

5. Explain the application of various territory routing techniques. Territory routing plans integrate information from territory analysis and account classification to minimize unproductive travel time and maximize customer engagement. These plans typically adopt one of five common patterns: straight line, cloverleaf, circular, leapfrog, and major city. Each pattern is tailored to the geographic distribution of accounts and aims to optimize salesperson efficiency.

6. Interpret the utility of different types of selling technology and automation. Effective utilization of selling technology fosters innovation, streamlines processes, generates opportunities, facilitates communication, and enhances customer follow-up. Salespeople must not only master technology but also discern its appropriate applications. Various computing devices serve as central tools in selling technologies, enabling tasks such as report generation, proposal creation, and presentation development. Additionally, access to the internet and mobile devices empowers salespeople to communicate, research, and access information from anywhere. High-tech sales support offices ensure geographically dispersed salespeople have access to standardized technology and organizational networks.

7. Outline six skills for fostering internal relationships and teams. Building strong internal relationships and teams relies on several key skills:

- Understanding others: Fully comprehending the perspectives and priorities of others is essential for effective collaboration.
- Attending to details: Small gestures of kindness and courtesy play a crucial role in nurturing relationships.
- Keeping commitments: Upholding promises fosters trust and credibility, while failing to do so damages relationships.
- Clarifying expectations: Ambiguity regarding roles and goals can lead to misunderstandings and conflicts, highlighting the importance of clarity.
- Demonstrating personal integrity: Honest and principled conduct enhances trust and fosters positive relationships.
- Sincerely apologizing for mistakes: Acknowledging errors and apologizing sincerely helps rebuild trust and maintain positive relationships.

**Examination**

True or False

1. The first step in self-leadership is setting goals and objectives.
2. The analysis of the territory and classification of accounts is the third step in self-leadership.
3. Strategic plans are developed after goals are set and accounts are prioritized.
4. Incorporating technology and sales force automation is the final step in self-leadership.
5. Assessment activities are conducted to evaluate performance and goal attainment.
6. Success in any career is determined solely by the amount of effort expended.
7. Selling smarter rather than selling harder means aligning effort with goals.
8. Implementing a strategic plan should occur before establishing priorities in the form of objectives.
9. Self-leadership involves deciding what is to be accomplished and then creating a plan to achieve those objectives.
10. Personal goals are one of the four levels of sales goals.
11. Territory goals are not dependent on the achievement of account goals.
12. Single-factor analysis is also known as portfolio analysis.
13. Portfolio analysis considers two factors simultaneously for classifying accounts.
14. A cloverleaf routing pattern involves traveling in a circular loop back to the starting point.
15. Straight-line routing minimizes backtracking and crisscrossing within the territory.
16. Leapfrog routing is most efficient when the territory is small and accounts are closely clustered.
17. Major city routing uses a grid pattern for downtown areas and pie-shaped quadrants for outlying areas.
18. Spreadsheet applications and database applications are used to analyze customer accounts.

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19. High-tech sales support offices do not provide access to company information and training.

20. Showing personal integrity and apologizing sincerely when a mistake is made are important skills for building internal relationships and teams.

**Answer Key**

1. True
2. False
3. True
4. False
5. True
6. False
7. True
8. False
9. True
10. True
11. False
12. False
13. True
14. True
15. True
16. False
17. True
18. True
19. False
20. True

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