
Being SMART in Sales Management

Not all managers are klunks. Some are *SMART*. I use the acronym 'SMART' for the five areas in which people need to excel to become outstanding sales team leaders:

- **Skills:** being expert in the skills that your team needs to sell successfully, and being able to coach your team in those skills.
- **Motivational Management:** directing and controlling day-to-day activities of the team, and motivating them to perform their best.
- **Attitude:** bringing a positive, supportive and success-oriented leadership approach that stimulates and motivates team members.
- **Relationships:** building sustainable, trust-based relationships with team members, customers and business partners.
- **Thinking:** applying brain cells to the planning and organizing the team and its work.

Skills, Motivational Management, Attitude, Relationships, Thinking: get all five right, and you've got what it takes to become a SMART sales manager or sales team leader.

Each one of these topics is discussed in a separate chapter later in this book. Naturally, life is not always as convenient and nicely packaged as we sometimes hope, and I've chosen to present the chapters in a more logical order: Attitude, Skills, Relationships, Thinking and Management. This spells ASRTM. Please don't look it up. It's not a word.

Attitude and Skills provide the foundation for all sales activities. Those need to be in place to provide a foundation for building Relationships, which lies at the heart of the business. Thinking and Managing go together – broadly this is about planning, then doing, preferably in that order.

Sales is not an easy profession to succeed in. Being a sales manager is every bit as challenging and demanding as being a sales person in the field. (Sales managers have one big advantage over sales reps: a sales manager finds it easier to blame other people when things go wrong.)

But as in so many other walks of life, when you make it as a SMART sales manager, it's exhilarating, rewarding, and worth the struggle. In this book I aim to give you insights into SMART behavior and attitudes, so you and your team can do more things better. At the same time I'd like to warn you against the sort of behaviors and attitudes that characterize the klunks among us. Becoming SMART in Sales Management is what the rest of this book is all about.