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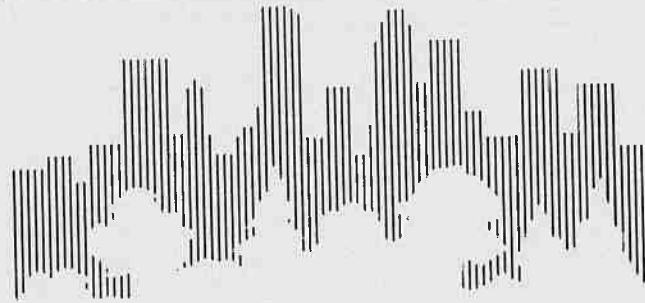
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**MASTER OF ARTS IN LEADERSHIP
THESIS**

Patricia A. Campanaro

**Leading the Sales Team: Using Greenleaf's Servant
Leadership Paradigm to Facilitate Team Building**

2002

**MSW
Thesis**

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Leading the Sales Team:

Using Greenleaf's Servant Leadership Paradigm to Facilitate Team Building.

A Primer for New Sales Managers

Patricia A. Campanaro

Submitted in partial fulfillment
Of the requirement for the degree of
Masters of Arts in Leadership

AUGSBURG COLLEGE
MINNEAPOLIS, MINNESOTA

2002

MASTERS OF ARTS IN LEADERSHIP

AUGSBURG COLLEGE

MINNEAPOLIS, MINNESOTA

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The Masters in Leadership Degree

Date Non-thesis Completed: May 24, 2002

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ABSTRACT

Leading the Sales Team:

Using Greenleaf's Servant Leadership Paradigm to Facilitate Team Building.

A Primer for New Sales Managers

Patricia A. Campanaro

Non-thesis (ML597) Project

According to Peter Drucker, Robert K. Greenleaf is known as the grandfather of the modern empowerment movement in business leadership. Greenleaf fervently believed that true leaders are those who lead by serving others. He was also a strong proponent of ethics and integrity in the ranks of managers/leaders.

A research study in the *Journal of Marketing Management*, Spring/Summer 1997, reported that the personal factor found to have the greatest influence in the performance of sales managers was training. This paper applies the Servant Leader Model to the demands of the sales leadership role. Traditional sales training concentrates on the mechanics of the sales manager role: How to set quotas, distribute territories, learn the sales reporting tools, etc. By adopting the

model proposed in this paper the new sales manager will have a set of tools to deal with the “people” side of equation.

This paper looks at the Five Ways of Being presented by James A. Autry in his book *The Servant Leader* and develops a model that new sales managers can use to develop a mutually successful relationship with their sales team. The five ways, Be Authentic, Be Vulnerable, Be Accepting, Be Present and Be Useful, offer the new sales leader a template for action. A step by step guide that will allow them to forge a highly responsive relationship with their sales team based on the theory of one to one marketing. In the highly charged sales environment one size never fits all and new sales leaders will excel only if they are able to gain the trust and support of the people on their team. This model will give them the tools to inspire the people they serve to achieve outstanding results.

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Introduction:

The new sales manager usually steps into an arena overflowing with opportunities and fraught with potential peril. Often the new sales leader is making the jump from successful sales person to manager. Pressure is intense to immediately demonstrate sales success while at the same time building a team rapport that facilitates learning, personal development, productivity and motivation. In reviewing studies examining the effectiveness of sales leaders, several things become apparent. First, there are few empirical studies available to draw on. Few studies focus on the sales manager; the majority focus on the sales person. Second, the studies that are available concentrate on the more tangible aspects of the job, tasks like quota distribution, territory development and sales reporting tools. In contrast, this paper offers a behavioral model focusing on key leadership attributes that a new sales manager can implement to jump start team development to accelerate the sales cycle for each of his/her team members. This paper takes the Servant Leadership characteristics suggested by James A. Autry and develops a leadership model that new sales leaders can use to jump start team building and sales results.

Methodology:

Research in the areas of servant leadership and empowerment was reviewed and will be discussed in this paper. There is extensive literature on servant leadership, but, as previously noted, substantially less information available regarding the effectiveness of sales managers. Recurring themes in the literature about servant leadership include being innovative in search of opportunity, taking risks and experimenting with different approaches, encouraging a shared

vision of success, collaboration, individual recognition and celebrating success. All of these themes are relevant within the paper's topic. Anecdotal information that was gathered from field sales managers and sales directors also influenced this paper.

Significance of the paper for Sales Managers:

In a 15- year career as a sales manager and sales director in a Fortune 500 company and from information shared by other managers who work for companies as large as Quest and AT&T, this writer knows that new sales managers are usually handed a team of people, a territory, a quota and sent into battle. Training emphasizes the tangible part of the job: quota distribution, territory alignment, sales reporting tools and computer tools. Often new sales managers are given a mentor, typically someone who has been successful doing the job in the past. However, this mentor also has his or her own team, territory and quota to manage as well. The assumption is that a successful sales person should be able to show others how to be successful too. New leaders who have been fortunate in their careers and have worked with an outstanding manager will attempt to model his/her leadership style. More probably, many new leaders will work hard to avoid the negative tactics they have been exposed to in the past.

*"Managing any people is like herding cats. Cats, of course, won't allow themselves to be herded. They may, however, be coaxed, cajoled, persuaded, adored and gently led."*¹ So states Warren Bennis. It is an apt definition of the role a sales manager assumes.

Sales teams tend to be unique in the employee marketplace. Typically sales people are Type A's, take charge personalities that demand, and usually merit, special treatment. They are articulate, credible, charming and masters at overcoming objections. No two are alike. The top 20 percent in any sales force are fiercely independent and protect their territory and client

base as if it's family. They've earned their stripes and have seniority in the territory. The next 60% possess many of these same characteristics and consistently aspire to move into the top tier. The bottom 20% will either improve or be gone by this time next year. However, they all possess one common characteristic - none of them want to be managed.

New sales leaders should consider themselves cat herders!

Being a sales manager is an extremely rewarding position. It allows a person to be more strategic in scope but encourages them to stay in the trenches where the real action occurs. Sales managers also join a corporate leadership team with other area managers whose results include items that most sales people pay little attention, like customer satisfaction; accounts receivables; employee satisfaction and performance levels; contract negotiations and pricing authority. The position demands that managers sharpen their existing skills and quickly learn new ones that will enable them to lead their team to new levels of success. The question is, how can a new manager achieve both short-term sales success and relationship development with each of their team members to insure long-term achievement as well?

“As a manager, much of the psychological, emotional and financial well being of other people is dependent on you and how well you create the circumstances and environment in which they can do their jobs.”² New managers must consciously choose their leadership style or risk confusion among their team as they try and discard style after style. The old command-control top down leadership approach is ineffective because it's not a one-size-fits-all world, particularly in sales. The very nature of the sales job demands a personality that can handle rejection more often than not. It also demands an aggressive and assertive approach that enables

¹ Bennis, Warren. *Managing People is Like Herding Cats*. (Provo Utah, Executive Excellence Publishing.) 1997. P. 7

² Autry, James A. *The Servant Leader*. (New York Random House.) 2001. P. xv.

the sales person to go where no person has gone before. The sales role demands an ego that can withstand the highs and lows of the sales cycle. In turn, this ego requires constant reinforcement during both good times and bad. Is there a leadership style that provides a better fit with these types of demands?

Servant Leadership: The Key to Successful Team Building

Robert Greenleaf first proposed the concept of the Servant Leader in his 1977 seminal work, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*.

³What is the servant leader? According to Greenleaf, the servant-leader is servant first. They have a natural feeling that they want to serve, to serve first. Then conscious choice brings one to aspire to lead. The servant takes care to make sure that other people's highest- priority needs are being served. The best test, and the most difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society? Will they benefit, or at least not be further deprived?⁴ Servant leadership also offers extreme personal fulfillment and satisfaction to the leader.

It is important to explore and discard any negative connotations that might surround the word servant. The idea of servant as leader came to Greenleaf through Herman Hesse's *Journey to the East*. "In this story a band of men begin a mythical journey. The central figure of the story is Leo who accompanies the party as a servant who does their menial chores, but who also sustains them with his spirit and his song. He is a person of extraordinary presence. All goes well until Leo disappears. Then the group falls into disarray and the journey is abandoned. They cannot make it without Leo. The narrator, one of the party, after some years

³ Greenleaf, Robert K. *Servant Leadership*. (Mahwa New Jersey Paulist Press.) 1977.

of wandering finds Leo and is accepted into the Order that had sponsored the journey. There he discovers that Leo, whom he had known first as servant, was in fact the titular head of the Order, its guiding spirit, a great and noble leader.”⁵ Clearly, Greenleaf’s notion of servant is one of strength, charisma, and profound leadership. Unfortunately in the United States the term servant conjures thoughts of weakness and servitude. It’s time to abandon negative thoughts around the term servant and allow a new definition to take its place.

“The evidence that our organizations are not working well is fully upon us. Something stark has happened to our institutions that we were not quite ready for,”⁶ according to Peter Block. He goes on to discuss the economic pressures facing our schools, health care systems, government agencies and private businesses. They are all getting smaller as fast as they can. Eighty percent of the new jobs in this country come from organizations with less than 100 employees. The largest five hundred companies in the US have not created one net new job since 1974. America is getting weary of hearing about organization disfunction and the problems of large companies. Block’s theory is that the problem is not really about pure economics. He contends that an economic crisis for any organization means it is failing in the marketplace. In some fundamental way the corporation is unable to serve its customers. And if it’s failed to serve its customers, it means it has failed to serve its own internal people. The two are inextricably bound together. The sales manager holds within his/her hands the ability to alter these facts. Acting as the key interface for both the employee and the client, the sales manager holds the keys to tune corporation’s chance for success.

k, Don M. Spears, Larry C. editors. *On Becoming a Servant Leader, The Private Writings of Robert K. Greenleaf.* (San Francisco, California Jossey-Bass Inc.) 1996. P. 2

enleaf, Robert K. *Servant Leadership.* (Mahwa New Jersey Paulist Press.) 1977. P. 7.

ck, Peter. *Stewardship: Choosing Service over Self Interest.* (San Francisco California Berrett-Koehler Publishers.) 1993 P. 3.

What are these keys? In his book *The Servant Leader*, James Autry offers five ways of being that can propel new managers into the spotlight and create breakthrough first year results. Autry says that what managers do as leaders will depend on who they are. And, regardless of their own self perceptions, those around them in the workplace can determine who they are only by observing what they do. These keys are the characteristics of servant leadership. From these characteristics flow behaviors that will enable their team to recognize and benefit from their leadership. The five ways of being are: be authentic, be vulnerable, be accepting, be present and be useful. Incorporating these behaviors into their new leadership style will afford sales leaders the ability to build strong relationships quickly with individual team members and the team as a whole. Trust becomes the centerpiece of the relationship, enabling team members to take the necessary risks to make sales.

Key # 1: Be Authentic

Simply stated, being authentic means being who you are. Be consistent, be the same person in every circumstance. Managers should always be true to their self. Children are conditioned to not say some of what they are feeling or thinking. In the work place employees quickly learn what subjects are “taboo around here.” According to Autry, authenticity is, first, knowing yourself, then being yourself. How does a manager come to know his/her self? He suggests being alone. Step away and take some time out. A new sales leader should pause, take several deep breaths and start to focus inward. Greenleaf suggests practicing to be aware. Look, and be still. Feel, and be still. Listen, and be still. “Give the practice of awareness time, time when you are alone. Pay attention to what comes from below the waterline of consciousness. Write down dreams...but don't analyze them.”⁷ Think long and hard about both

Fick, Don M. Spears, Larry C. editors. *On Becoming a Servant Leader, The Private Writings of Robert K. Greenleaf*. (San Francisco, California Jossey-Bass Inc.) 1996. P. 36.

strengths and weaknesses. What are the reasons for happiness and sadness? Start journaling at this point and never stop. Write it all down, thoughts, fears, goals and objectives. When possible, always quantify and qualify exactly what each statement means so results can be measured. Managers should attempt to say what they mean and always mean what they say. This exercise will begin building the foundation of a manager's leadership style. Meditation and journaling can help new managers capitalize on their strengths and find help to fill in the gaps where there is a weakness.

This is the time sales leaders capture and articulate their vision for their new team.

“ A mark of the leader...is that they are better than most at pointing direction. A leader can always articulate the goal for those who are unsure. By clearly stating and restating the goal the leader gives certainty and purpose to others who may have difficulty in achieving it themselves.”⁸ Greenleaf goes on to qualify the term goal, saying it is something presently out of reach, something to strive for and move toward but is presently out of reach. It should excite the imagination and challenge people to work toward something they do not yet know how to achieve.

A sales manager shared a vivid example of how this has worked in the past. In 1999 a team was coming off a particularly tough year. Few team members had made their sales quotas. This was the first time in a ten-year career that the sales manager was not invited to attend the company wide celebration for those who had achieved their results. The team was licking their wounds and feeling like losers. As they prepared to leave for their annual sales meeting the manager called the team together and presented them each with wind jackets. Embroidered on

⁸ Greenleaf, Robert K. *Servant Leadership*. (Mahwah New Jersey Paulist Press.) 1977. P. 15.

the sleeve was “Northern Plains Sales Team, Number 1 in 1999.” The manager told the team that they could own the number one space that year. The sales manager discussed how each of the team had sales plans brimming with opportunity and how focus and effort could put them on top. The team wore those shirts throughout the meeting. Their peers were envious. The competitive spirit flared in each of the sales reps and the rest is history. Through focus and execution of their sales plan they exceeded their goals, grew the market by 53% and they all celebrated their success at company’s sales success celebration in Hawaii the next year.

“Where there is no vision, the people perish.”⁹

Once new managers feels comfortable with their own strengths and weaknesses and has formulated a vision of where they want to take the team, it’s time to meet the troops and convey the message. This is the time to reveal passion and commitment.

As a new manager begins to meet and get to know each team member, it’s important to make time for meaningful conversation. Schedule the meeting at a convenient time and place for both parties. Turn off the phones, including cellular, find a quite private space and give the sales representative undivided attention. Move out from behind and sit next to the person or if possible at a small round table. Model listening. This is a manager’s chance to get to know this person, their territory and their client base. Pretend it’s a sales call. This is a good opportunity to establish the tone and tenor for all future exchanges and to allow a manager to uncover what makes this person tick. Take notes, ask questions and most importantly, follow up on all issues where action was promised. Learn about the person, their family, their hopes and dreams. Start

⁹ Proverbs 29:18. (Revised Standard Version Bible.)

the search for what really motivates this person, so future meetings and incentives can be tailored to each individual team member.

Schedule this type of time each month. Use it to continue the conversation from the previous month, review the sales forecast, and set joint calls. Develop and document performance standards. Although it's tempting in the sales world to use quota attainment as the only criteria for success, don't fall into that trap. The job demands exceptional customer satisfaction. Measure more than just how much a rep sells.

Key # 2: Be Vulnerable

Autry says being vulnerable means being honest with feelings in the context of work, being open with doubts and fears and concerns about an idea, an employee's performance or a manager's own performance; and being able to admit mistakes openly particularly with the team. A manager must be able to own and communicate their feelings.

Being vulnerable takes courage. No one wants to admit they were wrong. Being vulnerable means letting go of the notion of control. Managers are conditioned to believe that power comes from control "...when in reality it actually comes from realizing we can't be in control and we must depend on others."¹⁰

An experienced manager often told their leadership team that everyone should learn the tenants of Alcoholics Anonymous. A basic tenant in this program is that the only control a person has is over themselves. People can fool themselves that they are in control of others

¹⁰ Autry, James A. *The Servant Leader*. (New York Random House.) 2001. P. 15.

and, as long as the other people agree, it may seem like there is control, but power is an individual concept. It can be shared, but no one can own someone else's power. Every person has their own power and can exercise it at will.

By being vulnerable a new manager reveals to others their real selves. That means showing emotions, feelings about their company, work and most importantly each other. When emotions can be exposed in a caring manner people can expose their fears, anger or happiness and expect to have their feelings returned. This is not suggesting that managers wear their emotions on their sleeves, but it does suggest people are honest with their teams and that team members always know where they stand.

A manager is famous for telling new clients as well as team members that "...if I could read minds I'd still be married to my first husband!" Direct communication is essential to a healthy team relationship. Action can only occur if there is a known need. Constant open communication is the key to success. It anticipates need, recognizes achievement, allows corrective action and eliminates surprises. Managers who maintain open door policies, even when this type of policy necessitates coming in early or staying late to finish routine tasks, earn the respect of their team and rarely are blindsided. The current trend to home office poses challenges to open communication. Sales people are most successful when they are "up" and it's easier to tell how people are really feeling if you can see them in person. By sensing if something is bothering a sales person and discussing it in an open and caring manner, it may be possible to find a solution before it affects performance. It's harder to sense these nuances over the telephone. Make an effort to physically see each team member weekly.

Vulnerability also encourages empathy, the ability to place one's self into the other person's shoes or to view the world from the other person's viewpoint. Everyone is not alike.

Often managers assume that their solution is the only right one. This arrogance probably comes from a lack of diversity in relationships and experience. When either approach will accomplish the mission, new managers should not insist on using their methods. According to Greenleaf, servant-leaders must make the shift from doing something to people to thinking of **permitting something to happen by them**. Ask more than tell.

In the February issue of Fast Company Tim Sanders, a senior executive at Yahoo, argues that the road to prosperity is paved with a commitment to generosity. “The most profound transformation in business – a transformation made more urgent, not less so, by the calamitous events in New York and Washington DC – is the downfall of the barracudas, sharks and piranhas and the ascendancy of nice, smart people with a passion for what they do. Forget about the Internet for the moment. Forget about Wall Street and the Fed. What’s really different about this economy is that lousy guys finish last.”¹¹ He champions a definition of love for a manager’s professional life that echoes Greenleaf’s servant leadership model. He says professional love is the act of intelligently and sensibly sharing knowledge, networks and compassion with business partners. The secret, according to Sanders, to being a high impact leader and the essence of individual and corporate success is: Learn as much as you can, as quickly as you can and share your knowledge aggressively; expand your network of people who share your values and connect as many of them with each other as possible. Perhaps, most importantly, a manager should be as openly human as possible and find the courage to express genuine emotion in the harried, pressure-filled world of work. And one last point – managers should behave this way not because they expect something in return, but because it’s the right way to behave. The less a person expects in return for acts of professional generosity, the more they will receive!

Sanders realizes it's risky to talk about love in these turbulent times, so he provides five tough minded reasons why generosity is the best strategy for individual and corporate prosperity:

1. Build an outstanding brand. By becoming a knowledge guru, sharing your network, and being a compassionate partner, you'll differentiate yourself. You'll be useful, memorable – special. Your sales team and your product will stand alone or at least above your competitors, enhancing your chance for success.

2. Create an experience. Sales is not just about what you know, it's about whether you can break through the clutter and information overload that your client experiences. When you represent knowledge, opportunity, selflessness and intimacy, you are not just a smart colleague, you are fun, interesting and valuable.

3. Get access to people's attention. The scarcest resource in business is attention. How do you convince people to really pay attention to what you're saying or to give you the advice that you need? People with outstanding brands and people whom others are eager to deal with attract undivided attention. This produces a team that models professionalism and gets results.

4. Harness the power of positive presumption. Making progress means making change. One of the biggest obstacles to change is getting people to trust you. Businesspeople embrace the power of building relationships with a deep level of trust. Your colleagues will presume that your arguments hold water, that your recommendations are solid and that your

¹¹ Sanders, Tim. Love is the Killer App. Fast Company February 2002. P. 66

referrals are valuable. They'll presume that you have their best interests at heart. This is a powerful advantage for every sales manager.

5. Receive exceptional feedback. There's one last tough-minded reason to share what you know: You'll learn whether your knowledge has value. If you are eager to offer people knowledge, they will be eager to give you helpful feedback in return. They'll tell you which ideas worked out well and which didn't work out so well. They'll tell you which contacts were helpful and which weren't. They'll keep talking to you and you'll keep learning from them. It's a loop. Although anecdotal evidence is important, sales managers should also solicit some type of formal feedback tool as well. If the corporation does not conduct some type of personal and customer satisfaction review, initiate one. Once complete, communicate the results and the action plan for improvement to the team or client. Follow-up is critical to insure continued participation.

Sanders ends the article with an interesting observation. He says, " Don't just listen to me. As you think about the right way to deal with your colleagues, customers and business partners – about how to conduct yourself in a world where nice, smart people finish first - just listen to John Lennon and Paul McCartney, who said it better than anyone else: "In the end, the love you take is equal to the love you make."

Key # 3: Be Accepting

In friendship, parenting, personal and professional relationships acceptance is more important than approval. Autry says conflict is normal and occurs more often than not about style and personality than with product or process.

A person chooses family and personal relationships and although they can choose where to work, it is not usually their decision with whom they work. Each person is different, and, although a new manager may choose never to associate with team members outside of the work environment, they must do so during the workday. Client relationships are even more complex. To succeed, sales people must adapt to the social style of their client. They must be able to move among a variety of social styles to be successful.

“The art of acceptance does not imply that you accept everyone’s ideas without critical analysis, discussion, and judgment – only that you accept the ideas as valid for discussion and review, and that you focus on the ideas themselves, not on the person who presented them.”¹² It also means that new managers accept and embrace disagreement as a human part of the process of work.

According to Dr. Ann McGee-Cooper in her essay *Accountability as Covenant: The Taproot of Servant Leadership*, a person’s self esteem is directly proportional to how much success is recognized. She recommends continually nurturing high self-esteem by creating a win/win/win situation. “In win/lose situations, there is always distrust because the assumption is that only one party can win. If I win, you lose. However in the servant-leader paradigm, we commit to staying engaged until we find a way for all to win. This calls for ‘thinking outside the box,’ for discovering paradigm shifts for making creative leaps. Growing the pie instead of merely dividing an existing pie.”¹³

¹² Autry, James A. *The Servant Leader*. (New York Random House.) 2001. P. 17.

¹³ Kouzes, James M. Posner, Barry Z. *The Leadership Challenge*. (John Wiley & Sons. Inc.) 1998.

So how does a new manager persuade everyone on the team to go in the same direction when everyone seems to have an opinion on where the team should be headed? According to Chuck Salter, senior writer for Fast Company magazine, you teach. It's not about giving a speech or giving orders. Telling people what to do doesn't guarantee that they will learn enough that they can think for themselves in the future. Instead it could mean that the team would grow to depend on their manager even more and that they will stop taking chances, stop innovating, stop learning. So what teaching techniques will help a new manager convey vision?

Salter offers 16 points that will make a difference in team building.

1. **It's not about you, it's about them.** The best instructors see themselves as guides. They share what they know but they understand they are not the focus. This is particularly true in dealing with adults who have considerable experience that, if shared, would benefit the entire team.
2. **Study your students.** It's not enough to know your material, you need to know the people you're teaching – their talents, prior experience and needs. If you know where the person is starting from it will be easier to help them reach the destination.
3. **Great teachers exude passion as well as purpose.** If you have a passion for the material the desire becomes infectious, says H. Muir, global marketing training manager for SC Johnson in Racine, Wisconsin.
4. **Students take risks when teachers create a safe environment.** Learning requires vulnerability. Students have to acknowledge what they don't know, take risks and re-think what they thought they knew. Create an atmosphere of warmth and never use sarcasm. According to

Michele Forman, the 2001 National Teacher of the Year, “Sarcasm creates the fear that you are going to make them look bad.” This is a sure way to lose a team’s trust.

5. **Students learn when teachers show them how much they need to learn.** If students show up and aren’t ready to learn it’s up to the instructor to show them why they are there. Tom McCarty, director of consulting services at Motorola University, has an appreciation for the old adage, “When the student is ready the teacher will appear.” Some people can’t see the gap between where they are and where they need to be. Making them aware of the gap is one of McCarty’s first priorities. “I ask them if they’re aligned around customer expectations.” They all respond that they are, so I then ask them each to write down the company’s top-four customer priorities and post them on the wall. “If there are 15 people, you’ll get 60 different priorities.” Once they see that, they turn to me and ask, “Can you help us here?”

6. **Keep it clear even if you can’t keep it simple.** One of the chief attributes of a great teacher is the ability to break down complex ideas and make them understandable. Gary Grates, executive director for internal communication at General Motors, says that the essence of teaching and learning is communication.

7. **Practice vulnerability without sacrificing credibility.** To some people being a leader means appearing as though you have all the answers. Any sign of vulnerability or ignorance is seen as weakness. Those people make the worst teachers, says Parker Palmer, author of *The Courage to Teach: Exploring the Inner Landscapes of a Teacher’s Life* (Jossey-Bass, 1997). Sometimes the best answer a teacher or sales person can give is “I don’t know.” Instead of losing credibility you gain trust, and trust is the basis of a productive relationship.

8. **Teach from the heart.** The best teaching isn't formulaic, it's personal. Maybe the Jazz musician Charlie Parker put it best: "If you don't live it, it won't come out of your horn."
9. **Repeat the important points.** "The first time you say something, it's heard," says William H. Rastetter, CEO of Idec Pharmaceuticals Corp. "The second time it's recognized and the third time it's learned."
10. **Good teachers ask good questions.** Ask questions that open a door to deeper understanding, such as: "How does that work?" or "What does that mean?" and GM's Grates' personal favorite, "Why?" "If you want to get to the heart of something, ask why five times," he says.
11. **You're not passing out information, you're teaching people how to think.** What leaders have to offer is a "teachable point of view," says Noel Tichy, a professor at the University of Michigan Business School and author of *The Leadership Engine: How Winning Companies Build Leaders at Every Level* (HarperBusiness, 1997). It's how they look at the world, interpret information and think through problems. The best leaders help people learn how to think on their own rather than telling them what to think.
12. **Stop talking and start listening.** When it comes to teaching, and selling, what you do is nearly as important as what you say. After asking a question, bad teachers and salespeople fill in the silence rather than wait for a response. Instead, says Muir, the training manager at SC Johnson, try this: Wait 10 seconds. "If you want to be a good teacher (or sales person), you need to get comfortable with the silence," he says. It's in those quiet, perhaps awkward, moments that some of the most productive thinking occurs. Don't interrupt it.

13. **Learn what to listen for.** Pay attention to the language and make sure people are adding the detail that says they are paying attention to the reality of their current marketplace, not just mimicking corporatespeak.

14. **Let your students teach each other.** Adult learners bring their experience with them. Encourage sharing.

15. **Avoid using the same approach for everyone.** Practice what Yale's Rando calls "active lecturing." Appeal to all learning styles.

16. **Never stop teaching.** Effective teaching is about the quality of the relationship between the teacher and student. It doesn't end when the class or the workday is over. Be available, encourage your team to call you when they need you. Give out your email address, your office and home telephone numbers. People do not typically abuse what they see as a privilege, they appreciate it and use it appropriately.

Only practice makes perfect. Use these tools consistently and watch change occur. As a group society is conditioned to expect winners and losers and to only be happy with a win. Authentic people accept others without judgment, just as they want to be accepted, without the need for approval or disapproval.

Remember the Golden Rule " Do unto others only what you would have them do unto you."

Key # 4: Be Present

It's not just about showing up. “..being present is not just being here or there, but having your whole self available at all times – available to yourself as you try to bring all your values to bear on the work at hand, and available to others as you respond to the issues and challenges of team members, colleagues, managers, employees, vendors and customers.”¹⁴

As a new manager this is easier said than done. Suddenly there is a whole new set of taskmasters. Besides the boss, whom a new manager is eager to impress, requests from “headquarters” arrive fast and furiously. There are reports to create and countless emails to answer. Voice mail fills up and the team starts to joke that their manager is always in meetings. Being attuned to all of the new responsibilities while living in the present and focusing on the here and now sometimes seems impossible, according to Autry, but it doesn't have to be that way. If a new manager remains centered and grounded during the current crisis du jour their team will be more assured and confident in their own actions. The manager models the persona expected from their team. If the leader acts worried or scared or distracted the team starts to act the same way. It's a vicious circle that quickly travels through the ranks and affects morale.

This is the exact time to learn the law of systematic neglect. According to Greenleaf systematic neglect allows the manager to prioritize the things that need to be done and then encourages work on only those things. Although other things may show up on the list, neglect them. Concentrate on completing the priority issues and attending to the other items as time

allows. Occasionally a manager will have to do something that is not a priority to appease someone, but this seldom occurs. It should take a major emergency to move attention from the items that need to be completed each day.

Being present also begs the question of balance. John Perry Barlow who 20 years ago wrote the Grateful Dead Song with the line “ Too much of everything is just enough,” doesn’t believe it anymore. “ Too much of everything is too much. But it’s tricky to find a balance between just enough and too much. The more a person gets, the less they feel they have. The faster they go, the faster they feel they need to go. The challenge is to manage our freedom and to strike a balance in the face of endless opportunity.” He insists that you ask yourself “How thin can I spread myself before I’m no longer “there””? It’s up to the leader to create an environment in which people know that’s it’s OK not to be a workaholic. It’s about their contribution to the business not about the number of hours they log in the office. Patti Manuel, President and COO of the Long Distance Division at Sprint lets people know that balance is important for themselves and the corporation. “I let people I work with know that I take off Wednesday afternoons to volunteer at my son’s school. It takes a lot of discipline to maintain balance. People who work too much have a massive amount of discipline, but they’re not applying it in the right way.”

Stewart Friedman, director of the leadership program and of the Work/Life Project at the Wharton School at the University of Pennsylvania offers some of the best advice for new managers. He urges leaders to sit down with the people they support and ask him or her some simple questions. What do you really care about? What are you most interested in? What do you do in your free time? Friedman says that asking these questions with a full heart and an open mind can establish a level of trust that benefits the company while also encouraging employees to find balance in their lives.

¹⁴ Autry, James A. *The Servant Leader*. (New York Random House.) 2001. P. 18.

5. They were not afraid of strength in their associates. They gloried in it. Whether they had heard of it or not, their motto was what Andrew Carnegie wanted to have put on his tombstone: “Here lies a man who attracted better people into his service than he was himself.”
6. One way or another they submitted themselves to the “mirror test” that is, they made sure that the person they saw in the mirror each morning was the kind of person they wanted to be, respect and believe in. This way they fortified themselves against the leader’s greatest temptations – to do things that are popular rather than right and to do petty, mean, sleazy things.

Finally, Drucker says the effective leaders were not preachers; they were doers.

Conclusion:

In leading a sales team, new managers will experience the same incredible highs and lows as a salesperson, but the experiences will be through and with other people. Ken Melrose, in his essay, “Putting Servant-Leadership into Practice”, summed up the most important lessons he, as a servant-leader, has learned:

- Everyone has the potential to be a strong contributor in an organization.
- Employees work best within a nurturing, valuing environment because the environment allows them to trust, risk, create, and measure up to the expectations of others, and thus become more valuable people.
- The driving forces behind continuous improvement are positive self esteem and trust (not tools, techniques and skills)
- Effective, long lasting personal growth and learning are accomplished interactively on the job.

- Even though individuals may feel helpless at times and unable to exert enough influence to actually change an organization, we can in fact make a difference.

James Kouzes and Barry Posner have been studying leadership characteristics for the past twenty years. They have developed a theory that they have dubbed the “First Law of Leadership”, “People won’t believe the message if they don’t believe in the messenger. People don’t follow your technique, they follow you-your message and your embodiment of that message. Leadership credibility is about connecting voice and touch, about practicing what you preach, about doing what you say you will do.”¹⁵

¹⁵ Kouzes, James M. Posner, Barry Z. *The Leadership Challenge*. (John Wiley & Sons. Inc.) 1998. P. 323-324.

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