



# Sales Management Training & Development

Outbound Excellence  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

## What We Do

**We Design, Implement & Support**

**Profitable Sales Management**

**Training & Development Solutions**

---

**For Outbound Business to Business**

**Telephone Sales Organizations**



# **Sales Management Training & Development**

**Outbound Excellence**  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

**We've Spent The Past 16 Years  
Analyzing The Outbound B2B  
Telephone Sales Systems, Strategies & Structures  
Of More Than 56 Outbound Sales Organizations**

---

**We've Coached More Than 2,500  
Outbound B2B Telephone  
Sales Representatives  
& 150 Outbound Sales Managers**

---

**+ Designed, Implemented & Supported  
Over 350 Profitable Sales Management  
Training & Development Solutions**

# *LEADERSHIP*

There are managers, and there are leaders.

They both create dreams. The difference is that a manager manages the dream, and a leader makes the dream come true.

David Kalstrom / President - Outbound Excellence

# *LEADERSHIP*

If you want to be a Leader, follow me.

I will not let you fail.

I will show you how to make your dreams....  
come true.

# ***MANAGER VS. LEADER***

The terms manager and leader are  
synonymous.

However, although there are many shared  
traits, the skill sets are not the same.



**Sales Management  
Training & Development**

**Outbound Excellence**  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

# ***MANAGERIAL TRAITS***

*"Most of what we call management consists of making it difficult for people to get their work done."*

Peter F. Drucker

*"A manager develops people. Through the way (s)he manages (s)he makes it easy or difficult for them to develop themselves. (S)He directs or misdirects them. (S)He brings out what is in them or (s)he stifles them. (S)He strengthens their integrity or (s)he corrupts them. (S)He trains them to stand upright and strong, or (s)he deforms them."*

Peter F. Drucker

## As Managers You Are Asked To Be / Do A Lot Of Things:

- **Clairvoyant**
  - **Predict**
  - **Plan**
- **Coach**
  - **Train**
  - **Encourage**
  - **Discipline**
- **Counselor**
  - **Motivate**
  - **Set examples**
  - **Provide direction**
  - **Provide inspiration**
- **Facilitator**
  - **Anticipate potential problems**
  - **Intervene in tense situations**

**Always Dealing With People!**

*What traits*

***DIFFERENTIATE***

*a Manager from a Leader?*

# *Manager / Leader Contrast*

## **Manager**

- Administrates
- Focused on structure
- Focused on process
- Focused on tactics
- Gives direction
- Follows the guidelines
- Maintains the “system”

## **Leader**

- Innovates
- Focused on people
- Focused on substance
- Focused on strategies
- Asks questions
- Uses the guidelines
- Develops the “system”

# Characteristic Differences Between A Manager & A Leader:

<b>LEADER</b>		<b>MANAGER</b>
The New Way (Take A Chance)	vs	The Old Way (Play It Safe)
Individualism	vs	Conformity
Venture-Uncertainty	vs	The Book-Certainty
The Big Picture	vs	The Details
Aggressiveness	vs	Defensiveness
Assertive, Competitive	vs	Cautious, Conservative

## *The logical conclusion is to be both a*

### **MANAGER**

- ❖ Concerned With Task
- ❖ Short Range View
- ❖ Needs Rules
- ❖ Rigid Structure
- ❖ Fears Mistakes
- ❖ Stable Environment
- ❖ Relies On Controls
- ❖ The Bottom Line
- ❖ Is Reactive
- ❖ Does Things Right

### **LEADER**

- ❖ The BIG Picture
- ❖ Long Range View
- ❖ Needs Risks
- ❖ Flexible Structure
- ❖ Welcomes Mistakes
- ❖ Dynamic Environment
- ❖ Inspires Trust
- ❖ Sees The Horizon
- ❖ Is Proactive
- ❖ Does The Right Things



**Sales Management  
Training & Development**

**Outbound Excellence**  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

*Since Leadership  
Is A SKILL,*

*It CAN Be LEARNED.*

***That's Right!!!***

***One Is Not Born An Effective  
Leader, Rather One Learns  
How To Become One.***

*The First Step In Becoming An  
Effective Leader Is To  
Understand The Basic Skills  
Required For Effective  
Leadership.*

## Characteristics of Effective Leaders

- **Character**
  - Values
  - Honesty
  - Principles
  - Morality
- **Empathy**
  - Understanding
  - Compassion
- **Wisdom**
  - Applied Knowledge
- **Intellect**
  - Always Learning
- **Judgement**
  - The Courage To Act
- **Charisma**
  - Communication Which Generates Action
- **Vision**
  - Direction For Self & Others

# **Leadership Constants**

- ❖ **To Be A Leader You Must Have Followers**
- ❖ ***To Be A Leader You Just Can't Wing It,  
You Must Have A Destination In Mind***
- ❖ **To Be A Leader You Must Have Results**
- ❖ ***To Be A Leader, You Must Know Yourself  
Through Others Eyes.***
- ❖ **To Be A Leader You Must Understand What  
Motivates Your People And Your Leader.**

*A Manager Can Possess All The  
Traits & Skills Of A Leader, But  
Will Never Become An Effective  
Leader Until He / She Can Use  
Those Skills To **MOTIVATE** Others  
To Achieve Results.*

***"What's Gone Wrong?  
Why Do So Few Companies Actually  
Make Use Of The Greatest Competitive  
Weapon Of All –***

---

***The Powerful Resources Of Motivated,  
Energized, Cooperative, Trusting People?"***

*William Skinner (Professor Emeritus)*

***There Is A Very Simple, Exact, And  
Error Free Method For Selecting  
The BEST Manager To Develop  
Into Your Finest Leader.***

---

***The Question Is This...***

***Which Of My Managers Has Consistently  
Demonstrated The Ability To Produce  
Extraordinary Results, From Ordinary People?***

---

***The Answer To That Question Will Provide You  
With The Person That Will Produce The Most  
Effective Results As A Leader.....  
Every Time!!!***

*Once You Have Selected  
The Best Leadership Candidate,*

---

*You Must Then Decide If That  
Candidate's Leadership Style Will  
Develop, Or Detract From The  
Corporate Culture.*

## Does the Leadership Style “FIT” the Leadership Opportunity

### Authoritative

- ❖ Tell
- ❖ Things
- ❖ Technical /  
Intellectual Skills
- ❖ Confidence In  
Myself

### Persuasive

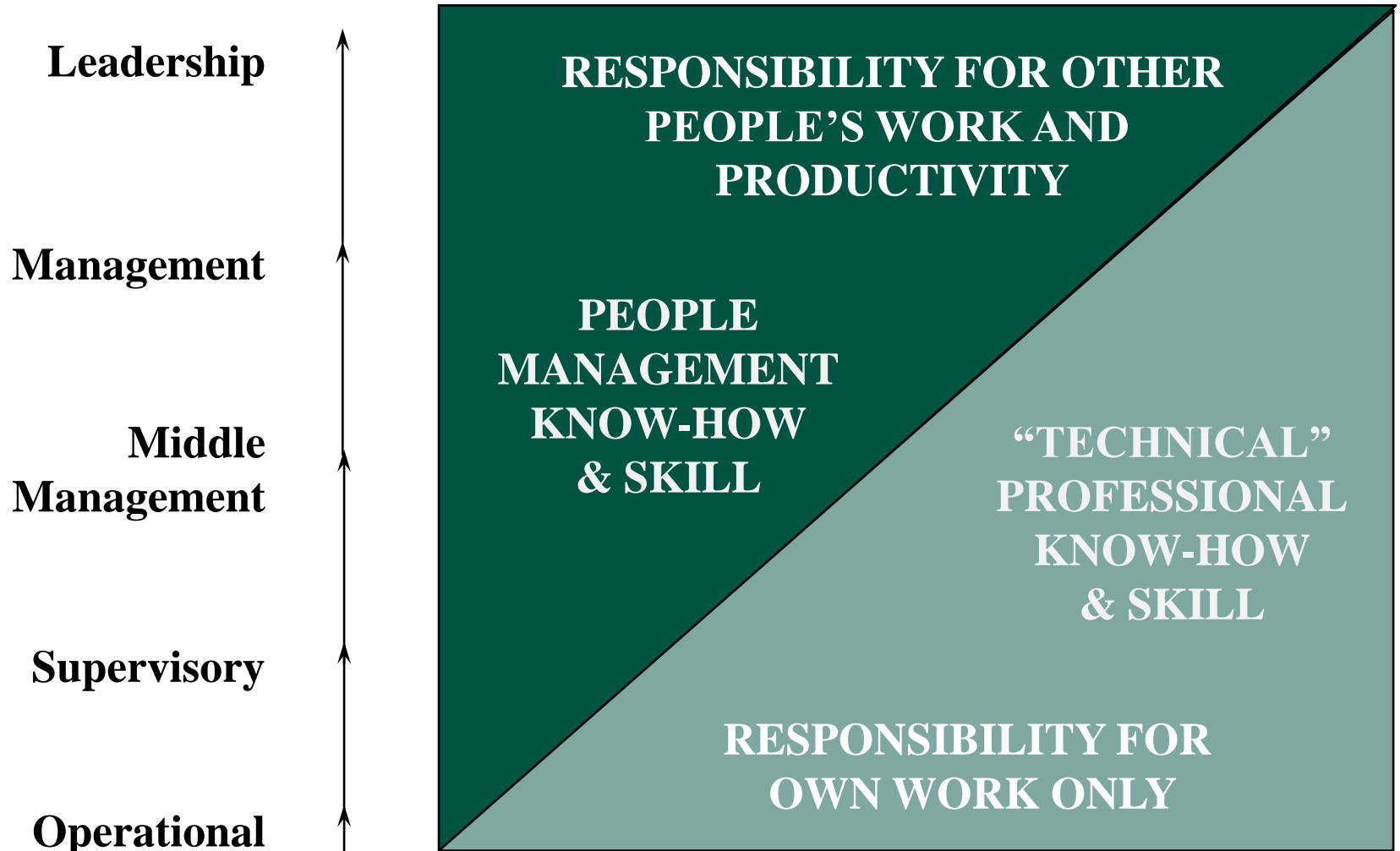
- ❖ Sell
- ❖ People
- ❖ People Skills
- ❖ Confidence In  
Others

***If The Fit Is Right, The Final  
Decision Is Up To The Manager.***

---

***Is He / She Willing To Travel The  
Long And Arduous Journey,  
Realizing That There Are NO  
SHORTCUTS Along The Way.***

## Career Development



***Once Committed, The Manager Must  
Be Willing To Adhere To The  
“Golden Rule” Of Effective  
Leadership.***

---

***For If At Any Moment The Rule Is  
Lost, So Also Is The Ability To Be  
Effective.***

***The Golden Rule Of Leadership  
States That “It Is Not The  
Difference Between A Leader And A  
Manager That Is Important.***

---

***But Rather What They Have In  
Common.***

***Which Is That Neither Can  
Achieve Excellence, Without  
The Help Of The Other.***

---

***It Is A Fundamental  
Law Of Nature***



# THE GOOSE STORY

**Next fall when you see geese heading south for the winter flying along in a “V” formation, you might be interested in knowing what science has discovered about why they fly that way.**

**It has been learned that as each bird flaps its wings, it creates an uplift for the bird immediately following. By flying in a “V” formation, the whole flock adds at least 71% greater flying range than if each bird flew on its own. (People who share a common direction and sense of community can get where they are going quicker and easier, because they are traveling on the thrust of one another.)**

**Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to do it alone, and quickly gets into formation to take advantage of the lifting power of the bird immediately in front. (If we have as much as sense as a goose, we will stay in formation with those who are headed the same way we are going.) When the lead goose gets tired, he rotates back in the wing and another goose flies point. (It pays to take turns doing hard jobs - with people or with geese flying south.)**

**The geese honk from behind to encourage those up front to keep up their speed. (What do we say when we honk from behind?)**

**Finally (now I want you to get this), when a goose gets sick, or is wounded by gun shots and falls out, two geese fall out of formation and follow him down to help and protect him. They stay with him until he is either able to fly or until he is dead, and they then launch out on their own or with another formation to catch up with the group. (If we have the sense of a goose, we will stand by each other like that.)**



**Sales Management  
Training & Development**

**Outbound Excellence**  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

*How We Develop  
Effective & Profitable*

---

*Sales Management Training  
& Development Solutions*

## **What We've Learned Is This**

- 1. There Is A Proven Formula That Can Be Used  
To Increase The Profitable Sales Growth  
Performance Of Outbound B2B Telephone  
Sales Organizations.**

- 
- 2. The Formula Has Three Distinct Variables:  
Strategy, Culture & Leadership**



# Sales Management Training & Development

Outbound Excellence  
877-337-2674  
602-770-0012  
[www.outboundexcellence.com](http://www.outboundexcellence.com)

