

# PEAK

## P E R S P E C T I V E S

The Monthly E-Newsletter of  
Peak Pathways, LLC.

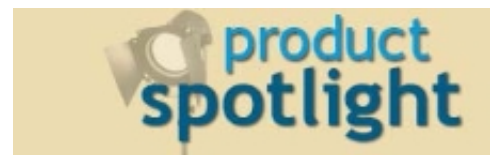
### Positions and Interests

“Those two are at it again! We have dozens of toys but they both want to have the same one.” Many parents have said that or something similar. While the situation leaders face are not quite as juvenile or evident, the art and science of mediation and negotiation are critical aspects of leadership success in any setting.

From inter-department disputes to multi-billion dollar mergers, the consistent winners are those who look beyond narrow positions to uncover the underlying broader interests. Within organizations and interpersonal relationships a mutual interest is inherent but power struggles can develop and evolve into counterproductive entrenched positions. A good leader will help mediate a solution with patience, positive attitude, understanding, listening, and challenging to move the discussion to broader interests and away from narrow positions.

In negotiations there may be multiple opposing interests, however the desire for a completed deal is often an obvious but over looked mutual interest. Fundamental to a successful negotiation is understanding each party’s interests as much as possible and not getting trapped into inflexible positions. A simple classic example is two people who each want a single orange. Rather than getting locked in a win-lose scenario of who gets the orange, exploring interests could reveal that one wants only the juice and the other only the rind and a win-win outcome can be achieved. With complicated issues solutions are, of course, much more elusive but an optimistic belief in additional possibilities can help define interests and isolate positions. Positions are usually narrow, limited, defensive and an ‘either/or’ choice. Interests are usually broad, open to possibilities, optimistic and ‘multiple’ choices. Careers and businesses flourish when the foundation of their mission is to nurture interests of others as well as their own. This ability to

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### The Profiles Performance Indicator™

#### Overview

Profiles Performance Indicator™ (PPI) is a performance-based employee assessment solution that generates a report that can help you boost employees’ morale and productivity.

#### Purpose

This solution provides you with valuable insight into how an individual can be motivated and managed to operate at peak performance. The PPI also provides recommendations for improving employee performance. These recommendations can help you:

- Respond to job-related stress, frustration, and conflict
- Boost employee motivation
- Conduct effective performance appraisals
- Determine whether the employee is internally motivated, or will need external

effectively deal with paradox is a key competency separating the great leaders from the average.

As always, we welcome your comments and questions.

**Dan & Nancy**

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## Tips from Successful Entrepreneurs

*"Stop selling. Start helping."* – Zig Ziglar

Sales representatives are the people who represent a company and sell the products or services that the organization offers. The job of a sales rep can vary greatly depending on the organization and types of products and services they sell; however, sales reps are often considered some of the most important employees within an organization. Sales equals money, so without sales, an organization would cease to exist. The importance of a company's sales force cannot be understated in a competitive marketplace.

Finding good salespeople can be difficult and time consuming. Many organizations struggle to create, develop, and maintain a successful sales force. There are several actions organizations and sales managers can take to transform their sales team into lean, mean, selling machines, and this article will focus on what companies can do to maximize the productivity of the entire sales team once they have hired sales employees.

### 1. Address negative or disengaged attitudes immediately

The nature of sales provides plenty of opportunity for negative emotions to surface: loss of a sale, loss of a client, rejection, and market conditions. In many different contexts, negative attitudes can lead to decreased levels of employee engagement, productivity, and morale. Managers need to address these negative attitudes before they have the ability to impact productivity. A positive atmosphere in a sales department is important to motivate employees to press through the challenges that accompany a sales job.

### 2. Set valid time and activity goals for tracking progress of sales employees

Tracking performance of an employee is a no-brainer, and for sales employees it is crucial. Sales managers need to set clear goals and measure the progress of each sales rep. Performance-tracking tools help managers organize and follow sales, revenue, and client goals for each sales employee. The pressure to meet a goal can provide additional motivation for less-productive employees.

stimulation

Learn more [here](#).

## Featured Report

### Chemical Manufacturer Increases Retention, Engagement, and Performance

This organization was facing issues replacing "poor performance" with "wrong job match," and evaluating optimal job fit for peak performance and productivity. They utilized the ProfileXT® with individual contributors in operations roles, with team managers, and with executive level management. The assessment's report provided leaders with information on each employee's thinking style, behavioral traits, and occupational interests, along with a percentage job match to the company's top performers.

Request the full case study [here](#).

## About Peak Pathways

The focus of Peak Pathways is on the leader with services in five key areas:

**Leadership/Executive Coaching** helps leaders to personally grow in areas important to business.

**Executive Career Transition Coaching** starts with choosing the career, successfully searching for the right employer & emphasizes success transitioning into the new role & responsibilities.

**Team Development** is working with staff members at various levels to reach new heights of productivity & personal satisfaction.

**Team Selection & Hiring Practices** develops strategic plans & routines to create a top performing organization by having top performers in every job.

**Stress Assessment and Control** utilizing Emotional Intelligence & other assessment tools.

**Key Professional Affiliations:**

### **3. Share knowledge and information concerning the sales process**

Knowledge sharing is an effective way to increase the productivity of sales employees without removing them from their job. Technology provides many tools that allow knowledge to be shared easily within a department: online chat forums, online training videos, webinars, or emails that publicly recognize success of sales reps and share the specific techniques used to achieve success.

### **4. Implement a systematic process to attain new clients and win new business**

Organizations have a variety of goals and objectives when it comes to sales. These goals not only depend on the product or service, but industry size as well. Upselling existing clients is always one goal, but sales reps should also strive to win new clients and sales. Planning and establishing strategies for obtaining new business will ensure long-term growth for your sales force and the entire organization.

### **5. Establish a strategic process to grow and increase key accounts**

It definitely costs more money and takes more effort to gain a new client than it does to maintain an existing client. Organizations need to create strategies and processes that increase sales in key accounts. Growing key accounts and maintaining clients over a long period of time is significantly more valuable than one-time buyers or short-term clients. Sales managers and reps need to understand the importance of maintaining and growing existing clients, and the financial implications that accompany that process.

### **6. Provide targeted training for sales employees**

Sales training is imperative. Organizations must select training programs that fit the strengths of the sales department, and provide specific tools that will help the sales team meet organizational goals. Training should balance focus between interpersonal interactions, persuasive communication, and utilizing new technology to learn more about prospects and clients. Sales managers and organizations must be aware of the needs of their sales force in order to select the best training programs.

### **7. Equip sales force with the tools needed to be successful**

Sales managers are not responsible for forcing sales reps to do their job, but they are responsible for providing sales reps the opportunity for success. One way managers can do this is by providing efficient technology, access to market and client information, and additional sales training. Providing these tools can not only increase productivity, it can also help build

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trust, commitment, and loyalty between the sales manager and the sales team.

Organizations and sales managers often face challenges when trying to develop their sales force and increase productivity. By taking the steps listed above, companies can rise to the challenge of maximizing the productivity of their sales force and ensure future success.

