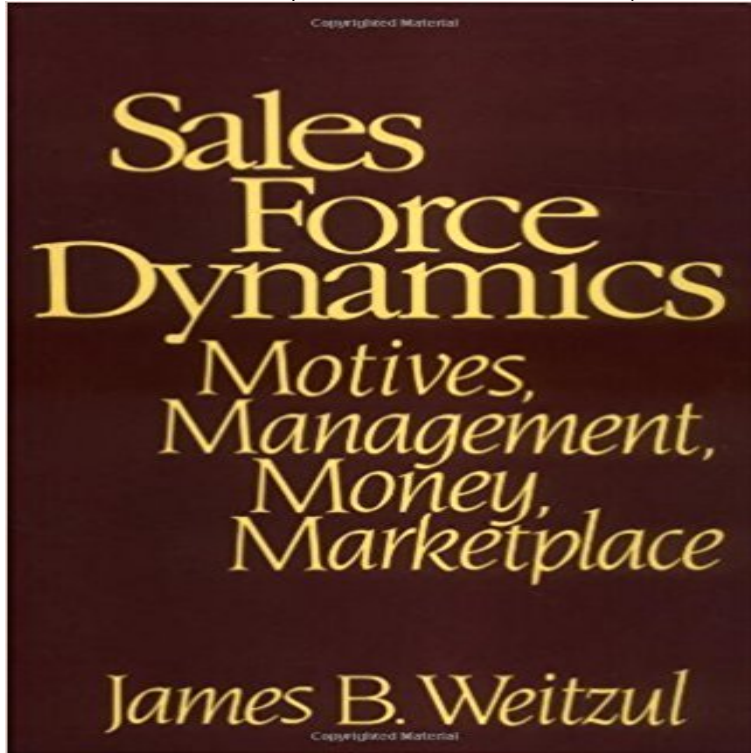


## Sales Force Dynamics: Motives, Management, Money, Marketplace



Many people have favorite theories about what factors contribute to the development of a successful sale force. Many of these theories contain some grains of truth, but few have been empirically tested. This book demonstrates, systematically, the importance of four key factors of a successful sales force. It presents a detailed analysis of the single and interactive importance of each factor and demonstrates that it is the interaction of the four factors that ultimately leads to an effective sales force. It concludes, convincingly, that all four factors must be considered when developing the sales force. Harnessing the power of the motives of the sales personnel--in essence, the behavior styles of the individuals comprising the sales force--is important for success. A variety of individual motivational patterns exist within different and equally effective sales personnel. In this book these patterns are identified, defined, and discussed. The most critical motives are self-discipline, entrepreneurship, interpersonal sociability, and social aggressiveness. Even sales people with ideal motive patterns will benefit from being matched with appropriate sales managers. The best sales managers know themselves and have keen insights into the best ways to motivate and lead each person of the sales team. The best managers treat each person as a unique being. They begin by identifying each person's motivational pattern and then provide appropriate reinforcement. The author details how to accomplish this. The critical importance of money is discussed and reviewed in relation to specific behavior patterns. A variable (high-risk) commission income is especially motivational to some types of sales personnel, whereas a constant (low-risk) salary income is more effective with other sales personnel. The value of marketplace information is also essential to the performance of the sales people and the

products. This source of information is evaluated carefully. Finally, data are presented that demonstrate the interactive effect of all four variables in a productive, dynamic sales force.

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