

Global Leadership

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Of all the things managers do to develop employees, many people believe the most important one is Leadership. Leadership is defined as using skills, experience and direction to help someone improve their performance. Leadership consists primarily of giving people feedback to reinforce what they do well while suggesting ways and means to improve. It implies that everybody can improve and hopefully everybody wants to get better at what they do. Findings suggest: 1) Need-driven motivation professes that people will not engage in certain behavior or performance until certain needs have been met; 2) Reward-driven motivation deals with identifying a particular reward structure (usually monetary) and building it into some desired action; 3) Expectancy theory operates on the principle that provides a reward for engaging in a particular behavior or performance.

INTRODUCTION

The Global Economy may seem like an overused term, but this is an exciting time to do business globally. The end of the Iron Curtain alone has made it a fascinating time to engage in business activity globally. Investment by the U.S., EU, Japan and China in each other's economies is unprecedented. The U.K. has invested over \$250 billion in the U.S. and in Japan, U.S. companies create and sell over \$80 billion in goods and services. Some companies like Singapore Airways which is ranked as the number one airline in the world, have redefined the "competitive edge" due to courteous service and efficient flying performance. Luxemborg, as a tax haven, has become the largest banking nation in the world with more banks per capita despite a population of only half a million. Liberia has the world's largest maritime fleet.

Overview

Of all the things managers do to develop employees, many people believe the most important one is Leadership. Leadership is defined as using skills, experience and direction to help someone improve their performance. Leadership consists primarily of giving people feedback to reinforce what they do well while suggesting ways and means to improve. It implies that everybody can improve and hopefully everybody wants to get better at what they do.

To be a good leader requires an understanding of the skills being discussed and a desire to help someone improve in the performance of their job. The manager who knows how to provide that feedback will have more productive, effective, satisfied and motivated employees. Leadership styles vary, and what works for one person may not work for another. Effective Leadership and Team Building can provide managers with the skills to help employees grow and develop professionally.

In the most effective organizations the manager is more a leader and communicator than a commander and scorekeeper. In effective organizations: monitoring is really about observing sales performance, reviewing call reports and watching employees day-to-day activities; directing is associated largely with helping employees develop their potential, coaching, and training; evaluating is more associated with appraising employees professional development and the quality of presentations, as well as judging sales results; and, rewarding is associated with providing regular feedback and rewards, often non-financial, linked to results frequently the quality of work, not just the quantity.

Such insights are highly significant to examining the role of managers in companies and reacting to the implications for manager recruitment, training and development, and appraisal, particularly in balancing the need for “people” skills and team skills with capabilities in techniques and product/service knowledge.

Leadership Model

Organize Leadership Decision Making

Provide Feedback

Identify Needs

Frame Ideas

Plan of Action

Leadership

Managing involves leadership, and tends to be less effective when managers are not effective leaders. Leadership involves setting a direction and sustaining a course of action to get there while influencing and inspiring commitment from others to help reach that desired direction.

Leadership is the use of influence over the behavior of others to encourage them to achieve certain objectives. True leadership deals with ideas about what to do, providing a sense of vision and optimism. Leaders have a commitment to see their objectives through to conclusion. Many possess charisma—the intangible ability to evoke strong positive emotion in others.

Types of leadership

Feedback is usually given in terms of the most contemporary leadership theories. Two types of leadership commonly seen are: *transformational and transactional*. Transactional leadership is the more traditional and common approach. Here, feedback is the key transactional leader behavior, since it involves an exchange between the leader and the follower where you as sales manager provide rewards in return for the salesperson’s efforts. Transactional leaders approach people with the philosophy of “If you do this for me, I’ll do something for you,” similar to a business deal.

Transformational leadership is associated with leaders who influence people who perform well beyond expectations. Transformational leaders inspire others to strive to do better. Such leadership by example, or role modeling, salespeople will emulate your work habits, attitudes and goals and will not go “above and beyond” if you, as their manager, are not willing to do the same. When you are managing your people you have a profound effect on them because you by your actions express a set of values and beliefs that you want them to follow. When you manage you model a value system for your salespeople

which should be consistent with the goals of the organization. When your salespeople regard you favorably and respect you, they will emulate you for the benefit of the organization. Transformational leaders also:

1. identify themselves as change agents;
2. are courageous;
3. believe in the people that they work with;
4. are value driven and principled;
5. are willing to grow and learn;
6. can deal with complexity and uncertainty; and are risk takers. The manager who knows how to provide that feedback will have more productive, effective, satisfied and motivated employees.

Benefits of Effective Leadership

Through continual supervision, guidance, training, and feedback as a sales manager, employees will be able to reach their full potential. Leadership is universally recognized as one of the most competitive tools that any organization can have to help salespeople maximize their potential. You empower and instill confidence in each salesperson through effective leadership which motivates them to continue to improve. Leading creates trust building, which encourages cohesiveness and teamwork in the sales organization. When you provide feedback it has been shown to significantly influence a salesperson's role clarity, job satisfaction, motivation and performance, especially when positive feedback, praise or recognition are given.

Qualities of Effective Leadership

"A good leader will make his players see what they can be rather than what they are."

Ara Parasheghian

The problem for many managers is that most are unaware of the ineffective behaviors they bring to the table in their role as leader. Some of the common problems that sales people cite about their managers include:

- Giving insufficient directions or unclear goals
- Employing poor communications skills
- Practicing ineffective listening skills
- Practicing inadequate feedback skills
- Using an inappropriate leadership style

So, then, if this is what it means to be an ineffective coach, what are the qualities of an effective coach?

Most of us, when we hear the term "leader" think of those people behind the scenes of most popular sporting events. They are the people who inspire us to be the best we can be. It's the person who recognizes our potential, says just the right thing and gives us that little extra boost. A teacher, a mentor, a parent, a friend; all these people are leaders.

When we think about athletic coaches whom we admire, names like Vince Lombardi and Don Shula come to mind. These men led their teams to victory by unflinchingly knowing their objective and bringing out the best in each player in order to achieve that objective. Every day in business, sales managers take on the role of coach. Just look good athletic coaches who manage their teams from the sidelines, managers as coaches are "always in the game." They are always paying attention to what's going on, praising their employees successes and ready to give direction and feedback at the appropriate time. Effective coaches possess certain qualities. They:

- have a clear vision
- inspire and motivate, and
- lead by example

THE MANAGER'S ROLES

Motivation

Most sales managers use motivational techniques to improve the performance levels of the sales force because motivation and morale have particular importance with those involved in the sales effort. Motivation is the amount of effort that a person puts into achieving a task. Morale involves the mental and emotional response that individuals express about their particular work environment.

The conditions that can cause problems with motivation and morale entail employee satisfaction, career security, compensation, job enrichment, good work environment, and a general feeling by employees that their efforts are being appreciated. When these components are present, salespeople will feel good about their performance. In fact, when motivated, the sales force may not only perform at expected levels but go beyond and do more than asked. An interesting study was recently done titled "Do You Know What Motivates Your Staff?" In looking at the top five motivational criteria managers ranked the following:

1. Compensation
2. Job security
3. Growth opportunities
4. Good working conditions
5. Interesting work

This contrasted with the employees and salespeople's rankings in order of importance, they listed the following:

1. Interesting work
2. Appreciation by management
3. Being well informed
4. Job security
5. Compensation

CONCLUSION

Some tools that can be of help to know what motivation ideas are:

- Need-driven motivation professes that people will not engage in certain behavior or performance until certain needs have been met. These various needs and their impact on motivation levels were recognized by psychologist Abraham Maslow. He believed that a "hierarchy of needs" starts with meeting physiological needs, such as food, drink, shelter, then progresses toward esteem, self-actualization, knowledge, and beauty. This might apply to a salesperson who has an interesting job and feels motivated to perform because of the sense of prestige and pride that it gives him or her.
- *Reward-driven motivation* deals with identifying a particular reward structure (usually monetary) and building it into some desired action.
- *Expectancy theory* operates on the principle that provides a reward for engaging in a particular behavior or performance. When the reward is valued by the employee, he or she will be motivated to perform. With reward-driven motivation, the things that get rewarded are the things that get done. By rewarding salespersons in the way they want to be rewarded, such as a salary raise, they many perform better and feel better about what they are doing.

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