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# **Seven Steps To Success For Sales Managers: A Strategic Guide To Creating A Winning Sales Team Through Collaboration**



## Synopsis

Master today's breakthrough strategy for developing and sustaining high-performance sales teams! Long-time sales team leader Max Cates shows how to go far beyond "old school," "command and control" sales management, unleashing the full power and energy of your salespeople through a participatory management approach that works. Drawing on 36+ years of sales and sales management experience, Cates presents proven tactics for:

- Developing your own mental toughness, emotional intelligence, strategic thinking, and promotability
- Becoming a true servant leader in sales: providing the right structure, challenges, respect, involvement, and support
- Hiring more effective and productive salespeople – including expert tips for interviewing, recruiting, reading body language, using data, and choosing amongst candidates
- Building winning teams that meet sales objectives and delight customers
- Empowering sales reps and teams in decision-making that increases sales productivity
- Measuring individual and team performance towards objectives
- Keeping people on target without micro-managing them
- Promoting team growth and continual improvement
- Leveraging Six Sigma and the Deming Cycle to sustain success, morale, and performance
- And much more

Seven Steps to Success for Sales Managers presents proven sales management tactics in a "bulletized" format that's easy to read – and just as easy to use. Cates combines decades of in-the-trenches experience with cutting-edge research on the latest sales trends and tactics. Whether you're a working sales manager, VP of sales, account team leader, executive MBA program participant, or aspiring sales manager, this guide will help you build an outstanding team, empower it, and lead it to sustained success.

## Book Information

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## Customer Reviews

DEVELOP AND SUSTAIN HIGH-PERFORMANCE SALES TEAMS! The Complete Sales Management Plan That Works! How to: Lead, Not Mislead Inspire, Not Intimidate Invigorate, Not Deflate Achieve Breakthrough Performance, Again and Again • "Old school" sales management won't cut it anymore. Now, award-winning sales leader Max Cates helps you unleash the full energy of your salespeople through empowerment, development, and continuous improvement. You'll discover how to supercharge performance and bring joy back to selling. Get great bottom-line results and become the leader people remember for a lifetime. Drawing on 36+ years of sales and sales management experience, Cates guides you in developing your own mental toughness, emotional intelligence, and strategic thinking; providing the right structure, challenges, respect, involvement, and support; hiring great salespeople and building great teams; keeping people on target without micro-managing them; and sustaining success, morale, and performance through good times and bad. These are the skills you need to get the most out of your people and teams to drive sales with maximal focus and minimal wasted effort to win! • If you want outstanding sales performance, you need sales professionals who are prepared, passionate, and collaborative. As a sales leader, your #1 question is: How do I get people and teams like that? There's a clear, evidence-based answer: you hire right, and then you focus relentlessly on developing, empowering, and supporting your salespeople. • Do that, and performance follows. Do that, and managing becomes a much happier experience. But how? Get this book. Max Cates will show you. • Cates identifies seven steps proven to work in sales organizations of all types and sizes, across decades. He's distilled each step into quick bulleted actions you can absorb fast and use now. Selling is a profoundly human activity, and Cates focuses on key human drivers of high-performance sales: from understanding individual motivations to balancing competitiveness with teamwork, providing the right support to enforce the right accountability. These are the elements of great sales leadership, explained clearly and made actionable. Use them. They'll make your sales management career far more rewarding in every way. • Seven Steps: Practical, realistic, detailed, and actionable 1. Manage Yourself 2. Begin with Hiring 3. Build a Winning Team 4. Become a Successful Servant Leader 5. Empower Sales, Starting with Ownership 6. Measure Performance to Success 7. Use Continuous Improvement to Maintain High Performance

Max Cates received a bachelor of science from Missouri State University and a master of arts from

the University of Missouri School of Journalism. He began his professional career with United Telecommunications (America's third-largest telecommunications company at the time) as Advertising Coordinator. After three years, he joined AT&T and served for 10 years in progressively responsible corporate leadership positions in advertising, corporate communications, and marketing management. Cates's next leadership position was with Associated Electric Cooperative, a \$2 billion electric power utility. After two promotions there, he became the youngest Division Director in its history, reporting to the CEO. His responsibilities included leading marketing, advertising, and corporate communications, as well as directing consumer sales strategy. During his tenure at Associated, he also completed Executive Development at the Wharton School of Business, University of Pennsylvania. After 11 years with Associated and a number of national awards, Cates returned to AT&T, serving in sales and sales management positions, progressing from Internet Sales Manager to Telemarketing Sales Manager, to Area Sales Manager. Following an award-winning career with AT&T, which included the prestigious CEO Club Award, Cates joined Access Media, where he managed the sales force. He also served as a sales management professor at Webster University.

In a sea of unverified 5-star rated sales books, you really roll the dice on what kind of book you're going to get. 5 stars to me should be a truly transformational book like SPIN or Challenger. 3-4 stars should be a good/great book with a couple of flaws. 2 stars is a middling book with obvious flaws. My rating of this book of two stars has as much to do with my disagreement with some of the themes/arguments as it does with the incongruous partitioning of material in the book. Certain chapters went into extreme detail on how to identify body language that's helpful/harmful in hiring. That particular chapter lasted 50 pages. Chapter 3 lasts almost 100 pages and dispenses recycled advice (believe in yourself, don't be a micro-manager, etc...) Chapter 7, the best chapter which covers continuous improvement, was 30 pages. While I understand that building a cohesive team that collaborates is important (the supposed thrust of this book), there are TONS of books that cover how to hire, self-improvement and leading. I was looking for more "meat" on the collaboration aspect from a sales perspective which is covered from pages 229 - page 300...or roughly 25% of the book. Lastly, I tended to disagree with a few of the major points in regards to hiring, analytics and leadership.

Max provides actionable frameworks for leaders managing the different sales roles in the enterprise - business developers, closers, account managers. It's my go-to resource for helping my clients

learn how to implement self-managed teams. Profound change awaits you if you pick up this book and start applying Max's systems, methods and frameworks.

After being a VP of Sales, consulting on sales management for 19 years and after writing four books on sales management, Max Cates, author of 7 Steps caught my attention in the first five pages. Those of you that have read my reviews before know that I score a book by the number of pages that I fold over the corners that include something I found of value; this book scored 24 folded pages! Recently I have written a lot about the emotional aspects of sales leadership, Max starts off in the first chapter on First Step: Manage Yourself, with a heading "Self-Management Question Number One: Are you a trusted leader? This emotional connection can only come first when the sales manager is under personal control. The author makes the reader evaluate themselves and understanding that without trust the emotional bond that allows a manager to coach does not exist. Without trust the relationship becomes dysfunctional. Max's style is to pose a question and then provide the reader the opportunity consider the issue with the examples/case studies and definitions, he focused on "Adaptability, Mental Toughness, Bad-Boss, Ego and EQ". And that is all in the first 40 pages! After that Max takes you into what is necessary to build an effective sales culture by giving the sales manager the specific framework on what someone needs to do to actually make it happen. His five steps with real world examples is terrific. After setting the stage, he moves into Chapter Two, High Performance Teams Begin with Hiring. This is the number one hardest part of being a sales manager and the most important. In the book Max provides the foundation for any sales manager to create the "systems" necessary to hire the right person. In my book on Recruiting I used the phrase "Hire the Best, Not the Best Available", Max does an excellent job describing how to do it! A few of his sub-titles justify this book easily: "The Science of Selection", "Hire for Traits, not Skills", "The Sixth Dimension", "Body Language", "Seven Tiebreakers", "Red Flags" see the rest of the review: [...]

What I liked about this book is the fact that everything is very practice-oriented. Clear and concise with step-by-step instructions on how to become a better sales leader. Interestingly, the first half of the chapters are all about the personal skill set and attitude of a sales leader, only then does the author go into other factors and performance metrics. The book is refreshingly lite on jargon and the author is clearly not addicted to technology. The term "CRM" only appears six times in the entire book ! Bravo ! Seven Steps to Success for Sales Managers: A Strategic Guide to Creating a Winning

## Sales Team Through Collaboration

Oh I wish I had this book a long time ago. Much of my hard won learning would have come so much sooner. This is The Book for sales managers. It wraps up much of the current thought on leading teams while not forgetting these are sales teams. If you are a sales manager, VP sales, CEO or aspire to be in that roles, this is must buy book for you and you have to read it. The style is easy going, realistic and you just know its useful content. What are you waiting for?

Max Cates has written a very thorough, well organized success plan for sales leaders. It is almost like a success manual for sales management. I highly encourage all sales leaders to pick up a copy. In fact, scroll up right now and get your copy!

Mark Bowser  
Author of "Sales Success"

Great ideas that can be quickly and easily implemented. The case studies share real, on-the-job experiences. Useful tips and guidelines for hiring and keeping good reps. Easy to read, this book is inspiring and motivating.

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