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# theSales Performance Journal

VOLUME 4 - ISSUE 1

Leadership Priorities  
in a New Economy

MILLER  
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The Sales Performance Company

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VOLUME 4 - ISSUE 1

**The Miller Heiman Sales Performance Journal, Volume 4, Issue 1**

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## What's Your Opportunity?

Opportunities exist in every economic climate. It's tough when negativity is everywhere, but giving in to it guarantees failure. Finding new opportunities now requires you to have a laser focus on activities that will produce results. Your clients are likely facing a headwind that impacts their growth and affects their bottom line. Like you, they are in search of answers.

Getting close to customers is the smartest investment sales leaders can make right now. Understanding the challenges your customers are facing will help you uncover these new opportunities.

Miller Heiman's first *Sales Performance Journal* of 2009 offers three articles that can help you lead your teams through the next few months. This edition includes insight on managing change, which is especially timely given the changes of the last few months. Empower your team members with a reminder of what's working now for other organizations and where they need to focus their actions in order to adapt quickly in this volatile market.

Regards,



Sam Reese  
President & CEO , Miller Heiman, Inc.

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## leadership priorities for the new economy

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### **2** **Changing How People Change**

No one will argue that today's sales organizations are tasked with changing the way they operate in order to be sustainable. Bob Miller, founder of Miller Heiman, examines the hows and whys behind successful organizational change initiatives. His insights may help you stop the chronic cycles of resistance.

### **7** **Stimulate or Stagnate? The Power of Data-Driven Decisions** **A Sales Secrets Feature**

Regardless of tight economic conditions and fewer new business opportunities, there are targets to be met and negativity is not part of the agenda. It's a mindset that needs to permeate through every organization. To advance in our current economy, the circumstances must be acknowledged: the opponent is a difficult economy and the prize – for those who survive – is growth.

### **11** **Why Relationships Surpass Products Every Time**

When there's little time to react to the rapidly changing actions customers are taking, how can sales organizations get a clearer and more timely picture of what's happening in the marketplace? Sam Reese, president and CEO of Miller Heiman, and Tim Call, executive vice president of Miller Heiman, discuss why healthy customer relationships can help your organization respond and even anticipate shifts in the market dynamics.



# Changing How People Change

by Bob Miller, Founder, Miller Heiman

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**T**he conventional wisdom: “People don’t truly want to change, even though they might initially appear to.”

**The reality:** “People aren’t resistant to change, per se, but they do abhor the chaos that always seems to accompany corporate change initiatives.”

People don’t - or can’t - really change. Of course, they may say they want to, which is why there will always be a new diet to try and countless books in the “self improvement” section of every bookstore. But when push comes to shove, people will always revert to their old ways.

Whether selling in a B2B or B2C environment, many of us have a crunch on resources: greater constraints on time, a more demanding market, an overworked staff, customers

who are struggling to make ends meet, and the list goes on. The alarming results are everywhere, with formerly solid corporations reporting losses, some even filing for bankruptcy, on what seems like a daily basis. Indeed, everyone agrees that they cannot continue to operate in the same old way. So why do people appear to resist change so much, even when accepting (if not embracing) it would be in their own self-interests?

## Understanding Change

I have found that people don’t necessarily abhor change. What they really resist, though, is the uncertainty that always accompanies change. Thus, if we can help our sales professionals manage the *uncertainty* better, we can better manage the change. On the other hand, if a change initiative leads to confusion (or, worse, chaos) it will surely



trigger stiff opposition as employees dig in their heels and continue doing their jobs just like they've done before.

In a study sponsored by Mutual of Omaha, more than 300 people with severe heart disease were placed into a program designed specifically to help them change their lifestyles. They received regular help to quit smoking, go on a diet, and exercise more. Twice a week, they attended support groups and they also received instruction in yoga, meditation, and other relaxation techniques. The results were stunning: after three years, fewer than 25 percent of the patients had reverted to their old, unhealthy lifestyles.<sup>1</sup>

In other words, companies can't just expect employees to change because it might be good for them. Instead, firms need to strongly support that change with the right organizational processes, structure, leadership and culture. Only then will they have a chance of success. At least that's the conclusion of Thomas B. Lawrence, a professor of change management and director of the CMA Centre for Strategic Change and Performance Measurement at Simon Fraser University in Vancouver, British Columbia. Lawrence and his colleagues have been studying change initiatives in organizations for years, and through that research they have identified four functions that are essential for success.<sup>2</sup> Without any of them, a change initiative can easily stall no matter the money and resources expended during its implementation.

First, companies need an *evangelist*, someone who will sell the benefits of the change initiative to employees in the organization. Simply put, the evangelist needs to convince others that change is necessary or, in the insightful words of the former CEO of a European company, "to make the status quo seems more dangerous than launching into the unknown."<sup>3</sup> This can be done by highlighting a slowdown in sales, a drop in profitability, a loss in market share, or by some other undeniable,

quantifiable means. Without that type of hard data, the evangelist will have trouble making his case.

Second, companies need an *autocrat*, a person with sufficient authority and power to dictate new practices for implementing the change initiative. In an ideal world, everyone would quickly see the benefits of the change initiative and then quickly get on board. Unfortunately, that rarely (if ever) happens in the real world. That's why every change initiative needs an autocrat to spell out in detail the new behaviors that are required – and specify the past habits that must now cease. At one of Miller Heiman's clients – a European-based firm in the investment fund industry – the executive vice president will not accept any meetings with his sales managers to discuss customer accounts unless they have first filled out a Blue Sheet, a form that incorporates the Miller Heiman methodology, which the company has been implementing.

Third, companies need an *architect*, someone who will help establish new routines by embedding them into the organization's structure and systems. For instance, if a company is implementing new practices to handle account reviews, those procedures might be accompanied by a software application that would help automate the process. An important issue here is employee compensation. Several years ago, the sales force at Xerox had to undergo a massive change initiative. In the past, salespeople would basically try to sell new copiers to businesses that had old machines. But that approach wasn't working anymore, and Xerox executives issued this decree to the sales group: you need to understand your customers in a more intimate way so that you can anticipate their needs for other office products – printers, for example. To support that initiative, Xerox provided the necessary training and revamped the employee compensation system to acknowledge that, in the new approach, salespeople were going to have to expend considerably more effort to close a deal. (Some critics felt that Xerox should have provided that support

sooner to the sales reps, but the change effort did eventually succeed, essentially saving the company from bankruptcy.)<sup>4</sup>

Fourth, companies need an *educator*, a person who will help ensure that the changes stick by making them part of the organizational culture. Many managers make the huge mistake of assuming that once they've achieved the first results from a change initiative, they can declare victory and take their feet off the gas pedal. What often happens, though, is that people will slowly revert to their old ways. That's why you need an educator to continually reinforce why the changes are necessary and to help employees achieve even further gains by constantly looking for new ways in which to apply the principles of the change initiative. The goal is to have the change initiative eventually become woven into the fabric of the organization's culture.

It is important to note that, although all four roles are necessary, they do not need to be filled by different individuals. A vice president of sales could be both the evangelist and autocrat for a change initiative. On the other hand, there could be multiple people fulfilling each role so that, for instance, an entire team could function as evangelists. Lastly, it is important to note that, although all four roles are necessary, they are not sufficient. For any change initiative to succeed, managers need to work with individual employees, and for that they need an understanding of human behavior and people's capacity to handle change.

### The Propensity to Change

A while ago, neuroscientists used to believe that when we are young our brains become irreversibly wired in certain ways. Recently, though, they realized that the human brain remains flexible and open to learning (that is, receptive to change) well into adulthood. I couldn't agree more with that view. When employees don't change, it's not because

they *can't* change. Instead, my colleagues and I at Miller Heiman have observed that there are only three reasons why people don't change:

1. They don't *understand* the change.
2. They don't *know how* to implement the change.
3. They don't *want* to change.

In these three cases, I have found that people's potential to change is an individual characteristic akin to his or her height, weight or IQ. If you were to plot your employees' potential to change, the resulting distribution would follow a standard bell-shaped curve. In other words, some people have tremendous potential to change, some have very little, and most of us fall somewhere in between (within the "hump" section of the bell curve). Furthermore, I have found that openness to change can be divided into six groups, each with distinctly different characteristics:

**Group 1.** The first group (roughly 7 percent of people) contains those who understand the change, know how to implement it, and want to change. Managing such employees is easy: simply get out of their way but be available to coach them, get them the resources they need, and then cheer them from the sidelines as they sprint to the goal line.

**Groups 2 and 3.** This compiled group (representing a combined 43 percent of people) contain those who want to change but either do not understand what you want done or do not know how to implement the change. The management strategy here is to make sure that these employees know what the goals are and then assign them step-by-step chunks of work that can be performed in a straightforward manner. It is not enough to give these employees the big picture and have them report back when they're done. Instead, you need to check in with them on a daily basis.



**Groups 4 and 5.** Another composite, groups 4 and 5 include three collections of employees, statistically representing about half the total population. The first two of these groups (representing 43 percent of people) can be problematic for managers. These employees might understand the change and they might know how to accomplish it, but they are not sure they want to participate in the effort. Managers should ask these individuals questions along the lines of:

- Do you know why we are doing this?
- Do you understand the payoff for the company?
- Do you know the payoff for yourself if the initiative succeeds?
- Do you think it's worth giving up certain traditional ways of doing things in order to consider some new approaches?
- Do you feel that things are basically okay as they are and that you have no reason to change?
- Do you understand the possible consequences if you don't adopt the new practices?

After such a “counseling” session, some employees will move to one of the other progressive groups – and some might fall back into those groups that are not for change. (group 6). But the important thing to remember here is that when people are confused, they will be more resistant to change, so you need to minimize confusion and explain why change is necessary. Many people generally want to please authority figures. So, unless employees have any reason to resist an initiative, some of them will be amenable to following along simply because management desires that of them.

**Group 6.** The trailing group (about 7 percent of people) contains those who have decided that they absolutely do not want to change under any circumstances. Bad apples

must be eliminated if for no other reason than to set an example to other employees that the change initiative will proceed as planned, whether they like it or not.

The six groups represent broad classifications, and it can be difficult to categorize employees. Many people, even other managers, might pay lip service to a change initiative and then resist it, often in passive-aggressive ways. The trick is to distinguish between what people say and what they do. You need to look at performance and at specific behaviors.

### **An Understandable But Dangerous Mistake**

When implementing a change initiative, managers often make the mistake of concentrating most of their efforts (up to 90 percent) on employees who don't want to change.

Instead, managers should be concentrating on those who are pushing onward with the change initiative in order to leverage the strengths of their staff. When done properly, that approach will reap huge dividends as the frontrunners then help pull forward the others who are behind. In fact, managers should be spending just 10 percent of their efforts on employees who lag, and the remaining 90 percent should be devoted to moving forward. That approach helps maximize the return on investment for the change initiative.

To summarize, managers have two important levers. They can give employees a greater understanding of the change initiative (why it's important and what it will accomplish), and they can provide staffers with the proper know-how to implement the initiative. Both will help minimize confusion and encourage people to get onboard. But managers have little control over a person's true desire to change. They can beg, cajole, or threaten a troublesome employee, but they can't change his fundamental desire to change.

## Avoiding Common Traps

Managers have to be careful to avoid some common traps that have derailed many a change effort:

- *Don't rely solely on fear.* On a short-term basis, fear tactics will often work. But for long-term, sustainable change, you should instead emphasize the positive.
- *Don't forget the reason for change.* Amazingly, many companies implement change initiatives without tying them to business results. Years ago, a large financial institution in the United States launched a massive program to improve operational efficiency and increase customer loyalty. Hundreds of employees were trained and, at the end of the two-year effort, the consultants involved boasted that 48 teams were up and running and employee morale was very positive. But they couldn't really point to any bottom-line results to justify such a massive, costly undertaking.<sup>5</sup> It's no wonder there's so much cynicism regarding these corporate initiatives.
- *Don't underestimate the importance of "quick wins."* Not only are long-term sustainable improvements important, so are a number of small victories obtained early on. For change to stick, people need to experience tangible positive results as soon as possible. For instance, when people exercise more and go on diets, they need to begin losing weight and feeling better soon; otherwise they'll quickly revert to their old ways. Similarly, a corporate change initiative has to be able to show some quick wins.
- *Don't assume that incremental change is better than radical transformation.* Many managers believe that small changes are the best approach in order to keep employee resistance to a minimum. But the opposite is frequently the case. Radical transformations are frequently more effective because they can lead to bigger improvements more quickly, thus motivating employees to stick with the program.

The inner workings of the human mind are a mystery that might never be fully solved, but one thing is clear: many managers need to rethink their approach for changing the behavior of employees. Otherwise, they run the risk of becoming just another managerial statistic of yet one more change initiative that got derailed. ■

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<sup>1</sup> Alan Deutschman, "Change or Die," Fast Company (December 19, 2007).

<sup>2</sup> Thomas B. Lawrence, Bruno Dyck, Sally Maitlis, and Michael K. Mauws, "The Underlying Structure of Continuous Change," MIT Sloan Management Review (summer 2006): 59-66.

<sup>3</sup> John P. Kotter, "Leading Change: Why Transformation Efforts Fail," Harvard Business Review (1995).

<sup>4</sup> Alan Deutschman, "Change or Die," Fast Company (December 19, 2007).

<sup>5</sup> Robert H. Schaffer and Harvey A. Thomson, "Successful Change Programs Begin with Results," Harvard Business Review (January, 1992).



# Stimulate or Stagnate: The Power of Data-Driven Decisions

## *A Sales Secrets Feature*

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**F**iguring out how to succeed in the current economy is top of mind for most business leaders these days. Instead of lamenting the many challenges that are out of your immediate control, it's time to focus on those areas you can impact.

Leaders need to empower their organizations by assessing what has worked in the past and what is working for those organizations still moving forward.

"We're still in the business of selling," says executive vice president of business development at Miller Heiman, Bill Golder. "Fixating on the negatives isn't going to do one bit of good for your bottom line. Were times so good before that we didn't have to actually sell?"

Regardless of tight economic conditions and fewer new business opportunities, there's a job to be done here. "Real sales organizations plan proactive business development strategies rather than wait for leads to come in," says Golder. "Real salespeople stand up to the challenge. They don't allow the business wire to serve as their guide."

It's a mindset that needs to permeate through every organization. To advance in our current economy, the circumstances must be acknowledged: the opponent is a difficult economy and the prize – for those who survive – is growth.

"The year ahead holds many unknowns," says Miller Heiman's chief marketing officer, Elizabeth Vanneste.

“Organizations need to find the actions that will produce results. Will what got you where you are today get you to where you want to be tomorrow?”

While the stakes are different, sales leaders must begin to arm their sales forces with the right actions and instill within them the priorities they should be channeling their energies into. Those who are well prepared will be better positioned to serve customers and experience growth when conditions pick up.

It is a time for smart, tactical decisions to be made within the sales organization. As Wartime British Prime Minister Winston Churchill once said, “the farther backward you can look, the farther forward you are likely to see.”

The *2009 Miller Heiman Sales Best Practices Study* is one source of information to help sales leaders determine the actions that should be prioritized. The study included more than 3,100 participants in complex selling situations from around the world. It set out to determine the priorities and best practices of World-Class Sales Organizations. As Vanneste states, “Opportunities to excel against the competition exist. By taking a look at the activities that have proven to be successful, sales leaders can re-prioritize their actions and have a benchmark to compare their results.”

Golder maintains that data is key when determining an organization’s priorities and its frontline actions. “There’s not much time right now to really sit and deliberate over what could go wrong, what might go wrong, what could go right or what might go right. What sales leadership needs right now is the data with which to map progressive steps that can be closely monitored in order to quickly correct the course if need be.”

Data represents an illustration of trends that can be capitalized on, as well as the contributing components of success. Churchill offered another fitting piece of advice

during his time: “A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

Every challenge can represent an opportunity if viewed in a positive light.

Challenge	Opportunity
Prospective companies with less flexibility in their budgets.	Fewer quantity yet higher quality prospects who are determined to find a solution for a need that must be addressed. No time for browsing!
Less new business opportunities to fill funnels.	More time to cultivate strategic accounts for long-term growth and offer appropriate up-sell and cross-sell solutions.
Fewer available dollars in marketplace.	Less money spent within marketplace, driving competition out of business and leaving customers who still need solutions.

Knowing where your opportunities lie is only half the battle. Building a plan to accomplish those objectives, then executing on it is the second crucial piece. And, like any tactical mission, prioritizing your actions and the players on your field is the ticket to victory.

The results of the *2009 Miller Heiman Sales Best Practices Study* revealed three trends concerning the actions sales organizations are increasingly focusing on in order to see improved results. Golder comments that these results offer clear direction for those organizations who don’t wish to reinvent the wheel. Innovation often takes more capital than many organizations have at the moment.

The following table shows the percentage of survey respondents who were in agreement that their companies practiced the listed activity.



	2009	2008	2007
Sales and Marketing are Aligned Regarding Customer Needs	37%	31%	30%
Our Company has a Standard Opportunity Qualification Process	37%	31%	32%
Our Company has a Process in Place for Team Collaboration to Win Large Sales	50%	35%	38%

The 2009 percentages indicate these actions are at three-year highs, and based on anecdotal evidence, Miller Heiman predicts these trends will continue to grow.

“Business development will continue to be a serious issue for companies this year,” says Golder. “Attracting qualified leads is much easier when marketing is leveraging what’s working in real-time for the sales organization. This alignment needs to be a key area of focus for organizations to create a consistent message to prospects.”

“Team collaboration,” he continues, “can only become more significant this year as the stakes increase to win fewer available opportunities. To win, everyone must sell.”

An analysis of your organization’s priorities can determine what your next steps should be.

1. **Assess past situations.** Sales organizations need to review accounts they have won and lost in the past. Was there a lack of communication between sales and marketing that may have derailed progress further down the line? Was enough time spent reviewing opportunities before too many resources had been spent? Could the account have been managed more efficiently with a widespread tool or process that key members could have leveraged?

2. **Leverage information and technologies.** Learning more about prospects and customers affords sales organizations an upper hand as the competition becomes fiercer. By injecting the added insight into sales conversations, sales professionals may be able to coax previously withheld information from prospects, cultivate the relationship, and advance the sale when seen as a partner rather than a vendor. Incorporating technologies into the process can increase visibility for both the customer interested in learning more about your sales organization and the professional concerned with getting to the root of the customer’s concept. The more knowledge uncovered, the better decisions for next steps can be made.
3. **Consider future goals.** Bandwidth will always be an issue, especially when many organizations now must accomplish far more with far less. A tight relationship between the sales and marketing teams can serve to highlight which specific initiatives and sales opportunities need to be targeted in order to eliminate wasted resources on both sides. Weeding out those prospects that would require energy and money with little chance of closing is imperative as every dollar spent must bring organizations closer toward achieving their objectives. What tools and process improvement will bring short-term impact as well as sustain long-term goals?
4. **Historic analysis.** Use data from past performance to fuel decisions to drive better actions on the front line and supply the organization with a healthier bottom line.

“Excelling in today’s market is going to take a strong work ethic, the likes of which the global economy has not seen in some time,” says Golder. “Instead of trying anything and everything, sales leaders need to utilize available information and refocus their actions that will help their organizations get through this difficulty.” ■

### **About Bill Golder**

#### **Executive Vice President, Miller Heiman**

Bill Golder has extensive sales and sales operations experience working within complex, multi-channel, matrix management organizations. His primary expertise is leading business-to-business sales of professional services, as well as multi-unit operations management.

He has proven success in leading key change initiatives related to sales compensation, organizational realignment, sales optimization, training, product development, and operational improvement. His key strengths are in driving results, developing and implementing strategy, and managing and leading sales teams. Bill has a reputation for taking on tough assignments and successfully turning around difficult situations.

### **About Elizabeth Vanneste**

#### **Chief Marketing Officer, Miller Heiman**

Elizabeth brings more than 20 years of marketing and sales leadership experience to Miller Heiman from the telecommunications industry. She has led successful marketing and sales efforts at a number of companies including MFS International, Netcom Online Communications, Level 3 Communications, Focal Communications, and Progress Telecom.

Prior to joining Miller Heiman, Elizabeth was chief marketing officer for M5 networks where she was responsible for increasing lead generation and launching a national channel sales program. Throughout her career she has demonstrated success in optimizing resources, managing cross-functional teams and improving productivity.



# Why Relationships Surpass Products Every Time

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Sales organizations are on the hunt for *the answer, the fix, the easy button* that can be pushed to change the current environment. But the answer won't come from a magic 8 ball or an infomercial. It will come from customers – whose actions influence the direction of the market. And because organizations depend on customers to survive, knowing how they operate is vital for winning their business.

“Customers will always have a stronger attachment to the people involved within the sale than with the actual product itself,” says Miller Heiman’s president and CEO, Sam Reese. “Organizations should tap into the value of the relationships built by the salespeople.”

CEOs, directors, managers, and salespeople are tasked with finding more efficient ways to operate with fewer resources.

Detailed reviews of past actions, relevant data, and trends may not always be possible before crafting strategies that will impact performance. An organization’s timeline for deciding its future course has been accelerated, increasing the margin for error and adding greater accountability for those that manage initiatives. Succinctly put: the stakes are higher and sales organizations must focus on customer needs.

“Backed with the knowledge of organizational initiatives, direct and indirect channels can interpret and anticipate market demands quickly to relay them back to the company,” says Reese. “Sales leaders need to recognize that the communication of rapidly changing customer needs and actions affords a level of mobility they can lean on right now”

Miller Heiman’s executive vice president Tim Call recalls a client’s “aha” moment: “They noted that the vast majority of success came from having the right customer relationships – even when the offerings were similar to a competitor’s. It’s very clear that their results are attributed to the value-added experience of their salespeople working closely with customers.”

Quick to highlight the distinction, Call differentiates between selling through cultivated, healthy relationships and merely selling a product. “Products cannot stand alone. Because the competitive landscape is shifting constantly, there will be customers left without solutions as organizations drop out of the game. When those options go away, consumers are likely to factor relationships into their buying decisions.”

Reese adds that most sales organizations know they need to take action, but aren’t clear what those actions should be. Today’s most important initiative is to realign priorities. Developing close customer relationships should be at the top of the list. He recommends setting up the expectation that the sales force should field customer challenges. Those issues can then be communicated upward to leadership to help determine the right decisions and what directions to take.

“Companies will benefit by sticking close to block-and-tackle maneuvers that further embed the organization within its opportunities and accounts,” says Call. He also stressed the heightened need for flexibility. “Individuals need to be on their toes. This market is too unsteady for organizations to plow ahead with only an assumption of what customers will do.”

Reese mentions that when organizations have a healthy relationship with their customers, they hear the objections, hesitations, and concerns that are rapidly evolving. By nurturing a deeper customer relationship, the organization

maintains a pulse on what actions clients are taking and how it can position itself to offer valuable solutions.

“With little time to deliberate, it’s important to know what’s happening when it’s happening,” says Call. “Organizations need to use that information to quickly resolve customer problems or offer alternative proposals to ensure the solution will address all the client’s business challenges and issues.”

“Customers are switching from play to play on a field that is constantly changing its parameters,” says Reese. “You can’t have a heavy footed team on your field. The organizations that are going to succeed are those that have the means to shift left or right at the snap of a finger.”

His comments highlight one notable advantage of cultivating customer relationships: the ability to scale actions and adapt initiatives. Because resources are so scarce, investing them into efforts that customers are not benefitting from will only deplete them quicker. Organizations will have to rely much more on their customers and the information they can provide to swiftly take sensible next steps. Much more needs to be done with much less.

“The relationship between the customer and the selling organization is mutually beneficial,” says Call. “The investment an organization makes in representing the concerns and needs of its customers is often proportional to the investment customers will make in the organization. Supporting the individuals on the front line working directly with prospective and client companies offers a more comprehensive process for fleshing out how the company can continue to be relevant. The many lines of communication from the customer base can help paint a clear picture of customer needs with which to draw a clear map for progressive strategies.”



The individuals who make up an organization's sales channel are invested in working toward success for themselves which, in turn, improves outcomes for the overall organization. It behooves any organization to prioritize and support the cultivation of relationships in order to bolster its overall health.

"We're all dependant on our customers," says Reese. "The relationships sales organizations build with their clients need to be that much tighter. Organizations must transition from vendor to partner in order to weather economic hardship. The more extensions an organization can leverage to maintain healthy relations, the greater chance for enhanced stability and health."

But it takes a firm dedication to communicate to reap the benefits that these improved relationships contribute to revenue objectives. Companies must abandon initiatives and activities that aren't working and adhere to those that do.

### **Prioritize these actions to support enhanced customer relationships:**

- Diligent monitoring of performance and feedback from the sales channel to learn appropriate actions for the organization closer to its customers.
- Relevant and concise communication between all levels of the organization that imparts circumstances, goals, and clear initiatives.
- Positive motivation for moving forward. Honesty is paramount. Sales leadership must impart the reality of the organization's situation.

As Call mentioned, customers know that products will come and go. They understand improvements are made, lines are discontinued, and (especially important right now) companies can go under. But a relationship can continue well into the future and could determine the course the two organizations will take. A relationship can outlast external factors. In fact, in a bad economy, relationships that are cultivated and handled with kid gloves have the opportunity to flourish because of the willingness of both parties to help the other face challenges.

"The organization that manages better will win more business," says Call. "The company that better manages its people in order to better manage its customers and opportunities is one that has its priorities in the right place. We're all looking to overcome the current market conditions. What better investment can be made than with those partnerships whose mutual objective is: their bottom line and yours?" ■

### **About Sam Reese President and CEO, Miller Heiman**

Sam Reese has led Miller Heiman to its position as the foremost thought leader and innovator in the strategy, process and training that drives sales performance. Since he joined the company in 2000, Sam has grown Miller Heiman's revenue by more than 150 percent, expanded product offerings and e-learning initiatives and amassed a partner network of world-class sales consultants. His passion for achieving results has inspired individual team members to strive for top performance, and has contributed to a culture based on ethics and integrity.

Prior to joining Miller Heiman, Sam held executive leadership positions at British Telecom, Kinko's and Corporate Express. His experience and success in sports, business, technology and leadership give him a unique perspective on what it takes to win in today's competitive business environment.

**About Tim Call**  
**Executive Vice President, Miller Heiman**

Tim Call brought to Miller Heiman impressive experience as a top-performing sales manager with a strong track record of sales leadership resulting in double and triple digit percentage increases in revenues. Tim’s experience includes both B2B and B2C sales management in large company and startup environments. He maintains a proven record for closing large, complex deals and has a sound reputation for strong customer orientation.

As executive vice president, Tim leads Miller Heiman’s efforts and works with the sales vice presidents and sales consultants to develop stronger and more productive relationships with the company’s accounts. Tim received his Bachelor of Arts in Business Administration from the University of San Diego, California.