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MAKE WINNING A HABIT





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MAKE Winning A Habit

To my wife, Pam

Love Lifted Me
Psalm 91
Proverbs 31
1 Corinthians 13
Philippians 4

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The talented principals and staff of The Complex Sale, Inc., are a blessing. Their intelligence, innovation, cooperation, and good attitude enable the unique ability of the company to continuously push the envelope of sales thinking and execution and to maintain a positive quality of life among a partnership of friends.

Principals of The Complex Sale, Inc.—Jack Barr, Blake Batley, Peter Bourke, Charles Buffington, Brad Childress (president), Jerry Ellis, Rob Goodwin, Brian Enright, Jon Hauck, Nick Holbrook, Phil Johnson, Liz McCune, Daryl Newman, Joe Southworth, David Stargel, and Joe Terry.

Staff—Susan Hauser, Karen Hipes, Susan Jones, Julie Kirchner, Joan Marenda (my executive assistant and handler), and Scotty Fletcher.

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and editing. Her skill, intelligence, humor, and discipline have made writing this book possible in the given time.

We teach that a plan untested is a plan for failure. I learned from my wife, Pam, an English teacher, that the hardest part of writing is editing. Thanks to Liz and Joan for proofing the copy. Thanks to the many friends and experienced sales executives and consultants, as well as all the principals of The Complex Sale, Inc., who contributed to or helped edit this work.

INTRODUCTION

A recent study by a major consulting firm showed that a large percentage of CEOs think that their sales forces are underperforming. I think that they are right. Product superiority wins less than half the time. The difference is a sales force that can consistently leverage your advantages through the right people and the right issues in the right accounts.

This book gives you a way to assess yourself and your organization to see how you compare with your true potential and how you compare with the best practices of the rest of the sales world. What you get out of this book depends on what your particular pain is and how much change you want in your sales organization.

Doing the same things year after year and expecting different results has been used as one definition of insanity. And a system cannot change itself from within. It needs input and feedback from outside to adapt to change.

Sales techniques and technologies obviously will continue to evolve as they have for the last 30 years. The firms we mention are the ones we are aware of, and I am sure we have missed some worthy others.

And some of the companies that we mention in this book could well be out of business by the time it reaches print. But the practices that they enable will be continued by other firms or inside sales organizations because they provide improvement and advantage.

However, a common pain of many sales executives is adoption—how to make any training or technology stick. Awareness alone of best practices will not yield competitive advantage—only consistent discipline and execution will. This book will share with you the ways that other firms have made competitive advantage happen.

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