

THE CORNER OFFICE

> OFFICE VS. THE FIELD

One manager and one salesperson square off on issues facing sales organizations today

AT ISSUE: Should salespeople be given the freedom to set their own hours?



MANAGER: "Salespeople have to have some outline of structured hours that can be flexible within the time-frame, as long as the work is getting done and sales goals are being exceeded. If a salesperson is not exceeding his goals, he must be required

to work assigned work hours. Flexibility is a benefit that comes with trust and accomplishment. In addition, salespeople are on duty for the clients and must cover the hours and days the clients work and need them to work. For example, if a salesperson chooses to work Saturdays instead of Mondays, that doesn't make them available to most of their clients. Hours must be built around the client's needs."

—Laura Kreutzer, regional sales and marketing manager in Orlando, Fla., for Hard Rock International, operator of cafes, hotels and casinos



SALESPERSON: "A salesperson's hours are defined by clients' needs, so ultimately our clients dictate our schedules. I believe the nature of a great salesperson is to have a strong commitment to customer service, to be stellar at customer respon-

siveness, and to work in a culture of excellence. I work in an industry that operates twenty-four hours a day; customers expect flexibility and accessibility from their sales representative. Today's technology, such as BlackBerries, allows a great salesperson to meet her customers' needs and manage her time effectively. Excelling in meeting those needs builds strong customer relationships. That's at the heart of eSpeed's fundamental pledge to its customers, and it's my personal credo, which is why being part of the eSpeed team is so professionally rewarding."

—Maria Ramirez, futures sales representative for eSpeed, a New York-based technology provider for financial electronic marketplaces

[THE PULSE]

47%

of employees say that lack of accountability is a frustrating part of working in teams.

SOURCE: KEN BLANCHARD COMPANIES SURVEY OF 900 EXECUTIVES

Both Sides of the Brain

Strategic leaders use both head and heart

BY MARY DONATO



One of my favorite books on leadership is *Principle-Centered Leadership* by Stephen Covey. Written more than 15 years ago, it is still relevant. The chapter that stands out in my mind is "Manage From the Left, Lead From the Right." In it, the role of the leader is identified as the most critical within an organization. That's because without strategic leadership, people might follow a certain path but discover that it leads to the wrong destination.

Effective leaders do the following: Provide vision, direction, value, and purpose; inspire and motivate; and build a complementary team leverages individuals' strengths. Don't get me wrong; managers also play an important role. Without them, you would have fewer systems and procedures, role conflicts and ambiguity. Great managers are the ones who organize resources to achieve higher objectives and produce bottom-line results. Leaders set the vision and direction.

Peter Drucker once said that within a few years of an organization's establishment, many executives lose sight of their mission and focus on doing things right rather than doing the right things. That's why the role of the leader is so critical to the long-term success of the group. Great leaders make sure that people are headed toward the right destination.

Understanding how the brain operates helps us understand why

some people are great managers but poor leaders, and vice versa. The left side of the brain is logical, sequential, rational, analytical, objective and focus on parts. The right side of the brain is random, intuitive, holistic, synthesizes, thinks subjectively, looks at wholes and deals with emotions. In general, businesses tend to favor the left brain while downplaying the right brain. However, there are many organizations that have great management systems and controls, but lack heart. Others have heart, but lack effective processes and structure. The same can be said about individuals. An excellent manager may be organized and have great procedures, but unless he shows heart, he will never evolve into being a great leader.

This leads to Covey's suggestion: Manage from the left, and lead from the right. The best corporate cultures and leaders span both sides.

Acquiring that balance takes practice. If you're a left-brain thinker, exercise your right brain by learning to communicate with visual imagery, and get involved in the creative side of problem solving. If your right brain is dominant, do analytical problem solving, communicate through words and logic, and read material that is more technical or detail-oriented. A successful strategic leader who uses both sides of the brain provides both direction and vision—and has learned how to motivate with the heart.

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