

May 3, 2004

Featured Articles By Lain Ehmann

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CEO of  
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## Creating Winners or Losers?

According to performance management guru Aubrey Daniels, employee-of-the-month (EOM) programs are the most common form of employee recognition. They're not always what they're cracked up to be, however. Here are the problems that Daniels sees:

- There's one winner and many losers.
- Employees are encouraged to compete rather than cooperate.
- A single, desirable behavior is not reinforced, making their use as a reward questionable.
- They're not personal because everyone gets the same reward. Daniels's suggestion is to focus on creating cooperation and rewarding everyone's good behavior. "Your goal should be to make your employees better than the competition, not better than each other," he says.

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Keep away from people who try to belittle your ambitions. Small people do that, but the really great ones make you feel that you, too, can become great.

Mark Twain

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## The Truth About Stress

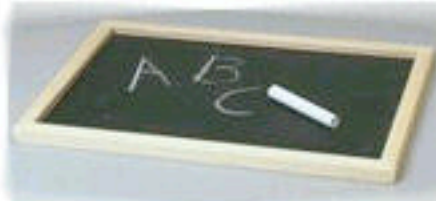
Everywhere you turn it seems one more expert is telling you how to get a handle on your stress level. But is stress as bad as it's made



out to be? And can you really rid yourself of anxiety and tension? Here, William Atkinson, author of *Eliminate Stress from Your Life Forever* (AMACOM, 2004), weighs in with his opinions on some popular stress beliefs and how stress works to enhance – or disable – your on-the-job performance.

**Myth #1: I know, I know, all stress is bad.** While chronic stress can be responsible for a host of undesirable physiological results, including headaches, heart attacks, and hampering your immune system, not all stress is negative. There is positive stress, such as the type that can give a runner the extra boost needed to make it to the finish line... [Read More.](#)

## Helping People Learn



Whether you're dealing with a new rep or a recalcitrant prospect, knowing how people learn

can make you a more effective manager and salesperson, says Marcia Conner, author of *Learn More Now* (John Wiley & Sons, 2004).

According to Conner, people fit into one of three learning styles. By identifying what style your audience falls into, you can adapt your teaching and selling style accordingly. The three styles are described below.

**Auditory.** From 30% to 40% of people absorb information more effectively when they hear it. Contrary to popular belief, people who like to garner information from reading are actually auditory rather than visual learners because reading is another way of hearing words, says Conner... [Read More.](#)

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## Company-wide Mentoring

In the old days mentors were people who took a new employee under their wing and brought the junior worker along for the ride up the company ranks. Now, with the average worker in America changing jobs every few years, such long-lived relationships are rare, says Patricia Gardner, president of Maximum Sales, Inc. That doesn't mean that mentoring is a thing of the past, however. Gardner has worked with many companies to establish organization-wide mentoring programs that raise morale, increase skill levels and foster a sense of community – without asking for a lifetime obligation from either... [Read More.](#)

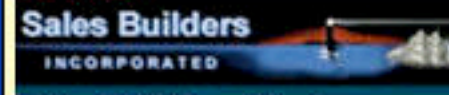
## Using References Effectively

Reference management solution provider Point of Reference says many organizations don't use their customer references effectively. Here are the top five mistakes companies make:

- **Using an outdated list.** If a list isn't current, it's useless. Check in on a regular basis with your contacts to update information as needed.
- **Having no defined process.** Define a process for tracking and rewarding references and keep track of how references are leveraged to take full advantage of them without burning them out.
- **Ignoring the customer voice.** Use video, tele-reference calls or one-on-one audio interviews to make the greatest impact.
- **Forgetting who the audience is.** Prospects want to hear from references with similar problems and challenges who use the products they're considering.
- **Appearing to be unprepared.** The best impression is made when salespeople can pull together references at the drop of a hat. Make sure references are readily available for your team.

For more information, please click on [www.point-of-reference.com](http://www.point-of-reference.com)

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## About Time

Taking control of your time puts you in greater control of your sales and productivity. Streamline your schedule with these tips:

- **Make a to-do list.** Before you leave work for the day, list the three tasks you must complete the next day. Choose tasks that make the greatest impact on sales.
- **Rise early.** If you get to work just 30 minutes earlier and stay 30 minutes later each day, you gain five hours each week. Reward yourself by spending those first and last 30 minutes on easy, enjoyable tasks.
- **Quit the paper chase.** Devise a system to handle incoming paper, and follow it.