CUTTINGS...

NEW DIRECTIONS

Welcome to June.

This month a couple of articles caught my eye which relate to issues that I see regularly in my work: some pointers about the difficulties of moving from salesperson to sales management, and how to deal with the growing reality of remote working. Some tips to help you if you have these issues yourself.

Enjoy...

Geof Cox

Better Lead Remote Teams

Managing remote teams has quickly become the norm, so there is a recent, timely article from Davis Deacon in ProjectManagement.com that is worth sharing.

Remote team leadership is not easy. It's difficult to create the kind of connection you need to help people do their best work. You can't pick up on non-verbal cues. You can't tell if they're having a good or bad day. You can't have those quick, informal interactions needed to form comfortable, cooperative relationships. So it is really important to be clear and intentional about projecting to your remote workers the kind of environment and team culture you want.

You must ask more, listen better, clarify more, explore challenges together, and engage on personal stuff in addition to work stuff. The best managers are able to do these things in a way that builds loyalty and connections that endure the ups and downs of corporate life. And the best managers excel at creating a positive culture and get the most out of their team.

Deacon identifies eight things that the best managers do:
Keep in touch ... email, Skype, phone conversations, instant messages, WhatsApp... any and all ways possible. And not just when the task needs it - a continuous dialogue.

Focus on more than tasks. Show interest in everyone's successes and challenges, both personal and professional stuff. Master the art of chatting and talk about yourselves as well.

Snippets
A collection of thought provokers and quotations...

"When everything is going against you, remember that the airplane takes off into the wind, not with it."
Henry Ford

"From what we get, we can make a living; what we give, however, makes a life."
Arthur Ashe

"Build your own dreams, or someone else will hire you to build theirs."
Farrah Gray

"Champions keep playing until they get it right."
Billie Jean King

"Try to learn something about everything and everything about something."
Thomas Henry Huxley

Listen more carefully. Be more attentive, more alert for signs and clues, and more conscious of the need to understand what is really going on.

Be really clear about what needs to be done ...the goals each employee needs to achieve and what standards need to be met. Less time together requires more clarity up front.

Ask more questions ...questions about context, things that get in the way, local relationships, and resources. Make fewer assumptions about how things are - inquire more and assume less.

Do more coaching. There is enormous value in exploring alternatives and options, which is what coaching is about. So, a large part of the conversation is the manager and the remote worker talking about priorities, resources, opportunities, possible pitfalls, and choices - and working together to come up with great solutions. Remote working can make this a little more difficult, but it delivers a greater payoff in terms of the relationship which makes it worth the effort.

Bad remote managers do the opposite of these things. They listen less, not more. They make assumptions and do not offer help. They gather information they need but do not share. They give tasks without offering support. They take little interest in the person on the other end of the line. And they do not look forward to the conversation but see it as a chore. That makes them even more remote and less trusted - a vicious circle. Follow the positive tips and you create a virtuous circle.

USEFUL LINKS
[**Click here**](#) to read the complete article
in *ProjectManagement.com*

New Directions offer workshops on cross functional and remote team working, leadership and communication. For more information [**Click here**](#) .

> "I grow old, ever learning many things."
> *Solon*

> "The function of leadership is to produce more leaders, not more followers."
> *Ralph Nader*

> "A team is not a group of people who work together. A team is a group of people who trust each other."
> *Simon Sinek*

> "Success is liking yourself, liking what you do, and liking how you do it."
> *Maya Angelou*

> "You're looking for three things in a person: intelligence, energy and integrity... and if they don't have the last one, don't even bother with the first two."
> *Warren Buffett*

> "Expect people to be better than they are. It helps them to become better. But don't be disappointed when they are not; it helps them to keep trying."
> *Anonymous*

> "To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment."
> *Ralph Waldo Emerson*

Why Salespeople Struggle to Lead

When salespeople become managers, they often do a horrible job. This sad scenario plays out at many firms: Top-performing salespeople get promoted to become sales managers, but don't actually know how to manage. The result is a disaster—productivity takes a dive, disgruntled salespeople start heading for the door, and the new managers themselves burn out. So why are so many salespeople so terrible at managing?

According to Harvard Business School's Frank V. Cespedes, it's because they continue to suffer from the "super salesperson syndrome", unable to disconnect from the thrill of selling. They hover over their salespeople and micromanage every deal to make sure it closes. The transition from being an individual contributor in sales to being a

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Human Competency and Capability Development
A 4 day course in human resource development strategy for the oil and gas sector.
Kuala Lumpur 21 - 24 October

manager who gets things done through other people is a big transition that many people can't make. It's all about the difference between taking care of yourself and learning to take care of others.

The answer to this problem is not as simple as deciding that salespeople shouldn't ever manage, it's helping them to assume a new professional identity - no longer the 'super salesperson; learn how to hire and nurture talent - not recruit clones of themselves but develop what is needed today; understand the financial numbers - not rely on just volume targets; and help them to see the expectations of the job before taking it - so they are able to turn it down and you don't make the expensive mistake of losing your best salesperson and getting the worst manager ever.

USEFUL LINKS
[Click here](#) to read the full article from Dina Gerdeman in Harvard Business School Working Knowledge

New Directions offers workshops on management and talent development. For more information *[Click here](#)* .

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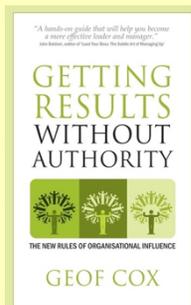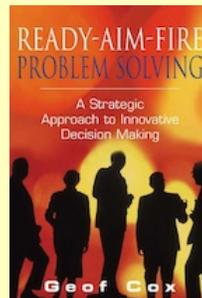**Kuala Lumpur [24-25 October](#)**

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Cuttings

Cuttings is a bi-monthly collection of ideas and comments published elsewhere which have attracted my attention over the past couple of months. It is designed for readers who are interested in individual, organisation and management development and is free. It has been published continuously for more than 20 years by *New Directions*, an international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

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