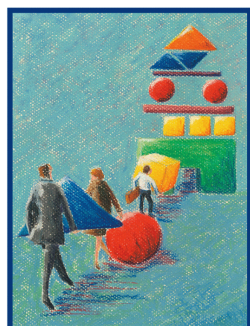


# Contents and Preface

## BUILDING A SUCCESSFUL SELLING ORGANIZATION



THE CRITICAL PATH  
TO EXTRAORDINARY RESULTS

ART WILSON  
WITH MIKE MORTON, MIKE HIGGINS, AND KEN EVANS

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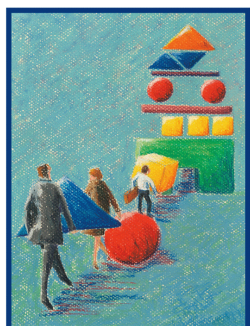
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## PREFACE

More than 10 years ago, Critical Path Strategies began receiving requests from clients and associates to write a comprehensive book about how to create and lead a successful selling organization.

Founded in 1992, CPS has consulted with over 100 companies, partnering with chief executive officers and chief sales officers, their sales leadership, their distribution channels, their customers, and—in some cases—their strategic suppliers. CPS teams have been honored to meet and work with thousands of sales leaders and their customers in many ways—from team planning sessions to training, process consulting, customer relationship management (CRM) implementation, and coaching on sales opportunities. In all cases, we utilized a proven methodology and set of tools to guide teams through thought processes that help change behavior and lead to extraordinary results.

Because of our extensive sales leadership experience, many clients engaged us to become an integral part of their organization or to assume an interim organizational management role. In addition, we have sponsored and been asked to participate in several research projects concerning successful sales organizations and have written over 50 articles and white papers.

Why did we write this book now? Beginning in 2000, we began to observe some pervasive changes emerging in many of our clients' sales environments that would require dramatically different responses from those of the past. Many of our clients are coming to similar conclusions regarding these dramatic sales environment changes.

- Organizations continue to post the same unacceptable sales results when they react to problems the way they have in the past.
- The real answer is not just in training, but rather in intentionally working with the sales management team to take primary ownership of results, and the fundamental behavior of the sales force after they go through training.
- We need to apply proven practices, which govern other parts of our business, to our sales organization. We need a more confident view of the future and issues that must be addressed before they become unfixable.

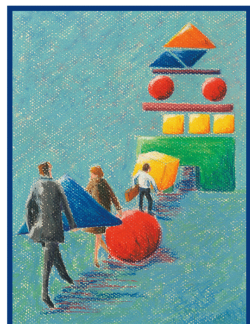
While there are thousands of books on the subject of sales and selling, we have found none targeted at chief sales officers, their sales leadership, and their agendas for growth. This book is particularly aimed at sales leadership of mid-sized to large companies where a short list of critical customer relationships determines the ultimate success of the organization as a whole.

One of the most interesting things we have observed recently is how similar the process and sales management solution is in today's sales environment for all sizes of sales organizations—from the very small (10 to 50) to the very large (1,000-plus). We attribute this trend to four things.

1. Technology and globalization provide extensive visibility of products and services. Small and large sales forces are now competing for many of the same sales and relationships. Even a small firm with strong marketing, sales pipeline management, resource planning, account management, and sales forecasting practices can be successful.
2. CRM software with high functionality is more available to sales organizations of all sizes, and it is easy to personalize, implement, and use.
3. In the 1990s, many consulting and sales organizations (CPS and its clients included) focused research on capturing and codifying the practices of the best-of-the-best salespeople. This data, primarily from top-performing large sales organizations, has trickled down to smaller firms, generating better results than those of larger counterparts.
4. And, finally, the focus on developing consistent management processes and accountability for driving the attendant behavior change enables a smaller competitor to win over a slumbering giant.

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We believe that our experience and learnings in addressing these changing environmental drivers is universally relevant to all sales organizations and will leverage your experience.

*Building a Successful Selling Organization* is presented in four parts.

1>	Acknowledge the Current Selling Environment	Chapters 1-3
2>	Build a Foundation for Results	Chapters 4-8
3>	Strengthen the Sales Culture	Chapters 9-11
4>	Instill Sales Leadership Rhythm and Coaching	Chapters 12-14

Part 1 focuses on acknowledging that something in the selling environment has changed, and determining what functions of the sales agenda require the most improvement.

Part 2 helps sales leadership lay a foundation for results. First and foremost is a discussion about becoming customer centric in the way we interact with customers, which is fundamental to a sales organization's success.

Part 3 explores taking the CSO agenda one click deeper, effectively organizing for account management execution and attendant relationship management issues and best practices.

Part 4 discusses "making it stick" with management rhythm and a coaching culture.