

What They Don't Teach You in Sales School

Make selling a career—not a job!

Learn to become a seasoned professional without spending twenty years doing it

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FOREWORD

Scott and I met in December 1993 at an EMC holiday party when Scott was working for my husband Stu, who was his district manager. From that very first meeting, I knew that Scott Dunkel was a remarkable sales professional and a man with a great love and passion for his job. Over time, Scott and I have become close friends and mentors as we have blazed our respective trails in the competitive landscape of Information technology sales. I have often picked up the phone to ask Scott his advice on topics such as selling to CXO level executives, persuading new sales people to listen to their customers more effectively, building a financial justification in a large complex deal, or helping my career sales people stay fresh and enthusiastic when working in the same accounts year after year. He has always provided valuable insights and direction concerning his time tested approaches to being successful in a professional sales role. Often in these conversations I would say to him, “Scott, you need to write a book. “ Thank goodness for all of us,” What they don't teach you in sales school “, has become a reality and everyone now can benefit from Scott's experiences and his proven program to deliver breakthrough results.

Today I work for Dell as a Vice President for the Large Enterprise Americas group, responsible for sales and customer satisfaction for Dell's large and upper mid market commercial customers in the eastern United States. This business delivers in excess of \$2 billion in annual revenues to Dell from over 1200 corporate customers and employs over 250 first line sales professionals in direct customer support positions. Although I have pursued a path in executive sales management, I have always maintained that the most important element in the success of a large company that derives its revenues from business to business sales is the quality and talent of its first line sales force. Scott is the epitome of the consummate career salesperson. He understands that success is about being a passionate listener and collaborative problem solver. It's about being a customer advocate while being a brand champion for your company and its products. It's about driving big wins and delivering top sales results by focusing on the value of trusted customer relationships built over time.

What makes this book different is Scott's down to earth conversational style and his wealth of solid tips and techniques for success that are time tested and proven. He also includes something you rarely see in a book about professional selling—direct input from high level customer executives so that his readers learn key lessons directly from decision makers. Unlike many books about selling that focus on lofty theories, complex processes, and include countless confusing forms and exercises—Scott focuses on direct, straight forward and no nonsense approaches that he and other top sales professionals he interviewed for this book have used to achieve extraordinary success. Finally, Scott uses real sales stories that are fun to read and act as powerful tools to illustrate the points he is relaying to his audience. His chapters on writing an annual business plan, developing the financial sale, and what to

learn from losing a sale are among some of the most impactful reviews of valuable sales techniques I have seen in my 30+ years in business.

All sales professionals should read this book. If you are new to sales and just getting started in this exciting career, this book will show you how to get organized, what are the keys to success, how to set a compass for doing the right things, day after day, so the business will follow. If you are a current sales professional but feel stuck in a rut, unhappy with your current level of success or professional satisfaction, or just trying to “up your game”, this book can help you brush up and refocus on the skills and universal truths necessary for sustained top performance. I surely wish I would have had the opportunity to read this book when I started my career as a young IBM sales rep right out of the University of Virginia. I would have saved considerable time and would have prevented some costly errors that, although character building, were avoidable had I learned early the simple truths and strategies that are discussed here.

As I reflect on my long career in the IT industry, I am thrilled with the fact that going into sales and sales management was one of the very best decisions I have ever made. Scott and I have both had the pleasure of watching the products and services we have sold to countless customers enable their growth and drive their success. We have also increased our personal wealth beyond anything we had hoped for while working long hours at a job that we loved so it never felt like work. I know that many of you picking up this book for the first time feel the same way about your decision to go into sales, but may not be as far along in your journey, or may not feel that same sense of accomplishment due to short term challenges that are clouding your way. By embracing the key learning’s that Scott so eloquently serves up in this book, you will provide more value to your customers than you could ever imagine while dramatically increasing your own personal job satisfaction and earnings power. In these days of decreased corporate investment in sales training and virtual offices that do not promote face to face coaching, a book like this is more valuable than ever.

Mary C. Young

Vice President, Dell Inc.

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Introduction

Mark was in elementary school in Southern New Jersey back in 1977 when the teacher went around the room and asked the students what they would like to do when they grew up. The students gave the typical answers youngsters would generally give when asked that question: “I think I’d like to be a doctor or maybe a lawyer.” Some said policemen or firemen. When the teacher asked Mark what he wanted to be his answer was a bit different: “I’d like to do what my father does.” And he left it like that.

The teacher naturally asked, “Well, what does your father do?”

Mark replied, “To tell you the truth, I really don’t know. What I do know is that he’s always eating at the best restaurants, plays lots of golf during the week, and works from home quite a bit, and we take family vacations to Vail every year to ski. Whatever he does, I want to do it when I grow up.”

Mark’s father, Frank, was my sales manager in 1978 when I joined Telex Computer Products. He related this story to us at a sales meeting. You never forget a story like that. While it is funny, there certainly is truth to it. Salespeople do tend to eat in the best restaurants, play a lot of customer golf during the week, and many times work from home. From an outsider’s point of view, it does in fact seem like a terrific way to make a living.

However, people tend to focus on the glamorous side of the job and forget what goes on behind the scenes. In other words how did Marks’ father get to the point where he could enjoy golfing during the week with clients, nice dinners on the company’s expense account, and frequently working from home? Most folks don’t start out in an enviable position like this directly out of school. It takes hard work and dedication to the craft of professional selling to reap these benefits. It also helps if you’re positioned with the right company with the right product at the right time. These are the areas we will discuss in this book. Just as a professional athlete needs to take steps to be the best he can be, so does a professional sales executive.

In fact there are striking parallels between an NFL quarterback and a professional sales executive. Let’s examine some of their attributes in detail.

	NFL Quarterback	Professional Sales Executive
Foundation	Extreme athletic skills, highly coachable, leadership skills, ability to throw every type of pass. Ability to read defenses and know when to run instead of pass.	Outgoing personality, willingness to learn, self-starter, basic sales skills.
System	The right team that will maximize his skill set.	A company with the right product at the right time.
Intangibles	Ability to motivate his team to perform at the highest level. Able to take his team on his back and win the game.	Ability to inspire extreme confidence in his clients and turn a negative situation into a business opportunity.

Just like an NFL quarterback, a person who wants to pursue a career in professional sales must come to the table with a strong **foundation**. Said another way, he should possess some basic characteristics that are fundamental to sales. For example you can't be afraid to pick up the phone and call someone for an appointment. You certainly can't have a fear of rejection. Additionally, you have to be a self-starter and have the ability to work independently, without a lot of supervision. Your foundation should also include basic sales skills such as handling objections, the ability to qualify a prospect, and asking for orders. This is the basic foundation for a successful sales exec, just as the basic foundation for an NFL quarterback is a strong arm and the ability to throw all the necessary deep, medium, and short passes, and to run with the ball on occasion. These are the attributes that allow you to compete at the NFL level or at the highest level in corporate America.

Now, in order to maximize these attributes, you must direct them at the best **system**. We've all seen time and time again quarterbacks who give average performances in one system and flourish in another. Their skill sets haven't changed, but the system in which they're playing has—it's maximizing their potential. This is also true in sales. Your skill set might be a good fit for a particular product or service. That's not to say you couldn't sell another product; you just might not be as successful or enjoy the process as much. A great system has the potential to make a good salesman a great salesman. It's a team effort. And if you're smart enough to take advantage of all the selling resources available, you can be a superstar.

The third attribute is what I refer to as the **intangibles**. Put a great quarterback in a great system that possesses the right intangibles and you have a hall of fame player. He has tremendous leadership skills, knows how to read defenses, can run a two-minute drill and run

the ball for a first down when necessary, and win the game when it's on the line. He's taken his game to the highest level and maximized the system in which he plays.

The intangibles, as far as a professional sales exec is concerned, are converting knowledge to wisdom and consistently executing your plan on a daily basis. You learn to maximize the system in which you sell. You don't waste valuable selling time on accounts that offer little or no long-term potential. You learn to focus your energy on the highest potential accounts—the ones that you enjoy working with and that offer the highest potential rewards. After all if you're going to spend a lot of time golfing and dining out, you might as well be doing it with folks you like being around! This is the true definition of mixing business with pleasure.

Additionally, and most importantly, you have the intangible ability to inspire confidence. Your prospects and customers view you as a person of integrity, someone they can count on when problems or issues arise. You are trustworthy, respected, and enjoyable to do business with. You receive opportunities your competitors don't because you are in fact a trusted advisor. You take the sales rep role to the next level.

This book will focus on these intangibles—the final one third of what it takes to escalate you to the highest level of professional sales, the level that will maximize not only your income but your enjoyment. Because if you enjoy your work, there is a good chance you will be more successful.

A sales exec's set of intangibles is, in many cases, the most important ingredient that separates him/her from the pack. The question is: where do you learn these skills? If not from the school of hard knocks then where? Well, you learn from seasoned sales execs and gain valuable wisdom instead of taking many years to learn the same lessons on your own. The purpose of this book is to help professional sales execs who have all the other necessary talents get to this level.

Having said this I truly understand some folks will need to learn these lessons on their own. That's human nature. I was in that category. But those who are willing to listen and learn, and who don't want to go through the pain and suffering I did; will be able to accelerate their sales careers significantly. *Pain and suffering* may be a bit harsh; I truly enjoyed all aspects of my career. However, the fact of the matter is, if I'd had sage advice and LISTENED AND EXECUTED, my career would have accelerated significantly. For whatever reason many of us need to find out for ourselves what works.

In order to gain insight into these intangibles, it was important for me to get input from the three sources that comprise the "Balancing the stool" chapter of this book: clients, sales management, and sales execs.

Clients

I interviewed several of my former clients as well as other executives who have spent many years interacting with sales folks. The objective was to determine from the buyers' perspective what attributes they like and dislike about sales reps, and how they prefer to be approached and marketed to. In addition I looked at their views on entertainment, proposals, presentations, and negotiations. Conducting these interviews was certainly eye-opening. The stories of how some sales reps have dealt with clients were absolutely stunning. Many of them are related in this book. Hopefully they will serve as a wake-up call.

Sales Management

I spent a significant amount of time interviewing first-line sales managers as well as executive sales management. It's important to get the perspective of the folks who are managing the sales execs. What do they look for when they interview a potential sales exec? How do they manage? How do they prefer to be engaged with clients? What are their views on reports and forecasts? How do they measure productivity other than pure numbers?

Sales Executives

My objective was to interview sales execs who have been successful over the long run. I therefore interviewed those who have been individual contributors for at least twenty years. The logic was if you stayed in direct sales for that long you must have been doing something right. I conducted many interviews in the technology field. I also spoke with several reps in insurance, chemical, lumber broker, and office product businesses as well.

Result

Combining the experience from my thirty-year career in professional sales with that of the three groups I interviewed allowed me to assemble valuable knowledge and wisdom for career-oriented sales folks. The primary objective of this book is to accelerate the learning curve for professional sales execs. The secondary objective is to make it an enjoyable read by relating real sales stories that underscore sales principles. I believe people remember a principle if it is

taught through a story that can be applied to their personal sales environments. Additionally, these stories relate to *higher* level principles that I refer to as UNIVERSAL SALES TRUTHS. These are truths that stand the test of time regardless of the timeframe, environment, product, or service. If you adhere to these UNIVERSAL SALES TRUTHS, everything else will take care of itself.

One of my final interviews was with Jim, a career sales exec in the HR software business. Jim had recently taken a position as a sales mentor—a company hired him to offer guidance and support to their sales team. The thought process was they needed some gray hairs to augment the junior reps they were hiring. The sales reps would still report to a traditional sales manager. Jim’s role was to provide expertise based on his wisdom and knowledge from a career in sales.

The philosophy of this company was to hire quality folks directly out of college and provide extensive training before releasing them into the field. In fact the training went on for several months. Before graduation each student had to pass a fairly difficult exam and be able to stand up in front of a group and do a PowerPoint presentation on the entire suite of software products they would be selling. Additionally, the employees were trained in traditional sales in terms of cold calling, objection handling, prospecting, negotiating, and how to close business. When they graduated they knew the industry they would be selling to, their products’ advantages, the competitive landscape, how to make formal presentations, and basic sales skills. Conventional wisdom would tell you these folks would be ready to take their territories by storm!

Since I was writing this book to help sales people get to the next level, I was very anxious to talk to Jim and get his insight on what areas these junior reps struggled with. His answer took me completely off guard: ***“They don’t know what they don’t know.”***

Wow. What was I supposed to do with that information? I wondered. However, the more I spoke with Jim, and the more I thought about it after our meeting, the more sense it made. Companies can’t manufacture professional sales execs in a six-month training program. There is no substitute for on-the-job training. Learning product presentations, technical advantages, and how to handle objections does not make a successful sales professional!

In this book I’ve attempted to cover the *“they don’t know what they don’t know”* topics. After all if you don’t know you’re weak in a particular area, how can you get assistance?

What about a career in professional sales?

When asked the question “what do you want to do when you graduate?” how many people would answer, “I want to spend the rest of my career in sales”? Back up to younger folks and ask the same question. How many would say sales would be their career of choice? Certainly if you just received an MBA a career in sales would be a job of last resort—possibly a way to gain entry into a company, but not something you would consider doing for twenty-five or thirty years. Why is sales typically considered *entry level*? Why don’t more folks intentionally make decisions to pursue careers in sales? And why don’t people who are successful in sales STAY in sales long term?

I spent almost thirty years in sales. In fact all but two were in direct sales. Yes, I was on quota for nearly three decades . Many folks might think I was either crazy or had little ambition to move up in corporate America. Sales are at the bottom of most organizational charts. The CEO, of course, is at the top. If you’re in middle management, pursuing a career in sales would be a move in the wrong direction, at least in terms of the org chart. Based on commissions and bonuses, many people in sales can earn far more than most employees at even the highest levels in many companies.

But still salespeople are typically not considered executive-level employees. They are simply sales reps. We give them all kinds of interesting titles designed to pump them up and maybe give prospects the feeling that they’re being called on by a high-level person. I went back and looked at as many old business cards as I could find just to see my titles. Remember, I was simply a sales rep with *no* management responsibility. Here is a sample of my titles:

Account representative

Senior account representative

Major account representative

District sales manager

Territory manager

Account executive

Senior account manager

Bottom line, your company—or you—can call it anything you want but the fact of the matter is you are a ***sales rep***. One of the reasons I’ve written this book is to share the simple fact that this is **OK**. Whether you’re a sales rep for a short amount of time or for a career, it is a tremendous learning experience that should be valued and not taken lightly. In what other profession do

you have the opportunity to meet, negotiate with, and socialize with executives who are, in most cases, many years your senior? In what profession do you have the opportunity to earn more than the executives you are calling on? In what profession do you have the opportunity to influence the direction of the products or services you represent without being an insider or at the executive level? Most importantly, sales execs are primarily responsible for top-line revenue growth. It is for these reasons that professional salespeople should be regarded as the most important ingredients in a company's org chart. At least that's my opinion—but I am somewhat biased.

I'll never forget a comment one of my professors at St. John's University in New York made in the fall of 1972. It was my freshman year, and I was trying to determine what my major would be within the school of business. As I recall the choices were as follows:

Accounting

Finance

Management

Marketing

The professor said something like, "You could have the best mousetrap on the planet, but if no one knows about it, it will never sell!"

Think about that for a moment. We've all bought products because of outstanding marketing and sales campaigns. After purchasing the products, they've disappointed us or flat-out didn't work as advertised. On the other hand, some products are well-kept secrets. Because of a lack of marketing or sales activities, they never make it and die slow deaths.

In any event the professor's statement stuck in my head, and I decided to major in marketing. As a freshman at St. John's I honestly felt that getting a degree in marketing would most likely prepare me for a long career in the marketing department of a major corporation. Maybe I would help design a campaign for Proctor & Gamble or General Motors. Perhaps I would start as a junior executive and work my way up the ladder to VP of worldwide marketing. In all honesty this was how I thought back in 1972.

So after graduation in 1976, I began looking for my first job in the field of marketing. It didn't take long to figure out that there weren't any! The next best thing to pursue was an entry-level position as a sales rep. After all once I proved myself in sales I would be able to move up to marketing. At least this was the message I was getting on interviews.

The company I really wanted to work for was IBM. It was viewed in the marketplace as having the best development programs for young executives and certainly was a well-respected company with many benefits. I would start in sales and then other opportunities would open up. There was, however, one small problem: they didn't view Scott Dunkel as IBM material. You see they had very high standards, and I apparently didn't meet them. Ultimately I interviewed with the Burroughs Corporation, a competitor of IBM, and began my career in sales in the spring of 1976. I'm a firm believer that things happen for a reason, and not working for IBM turned out to be in my best interest in the long run. My entire career was based on selling *against* IBM. Like an undrafted free agent who's looking for a shot at the NFL, many times you work harder because of the chip on your shoulder. You want to prove the naysayers wrong and excel at your craft.

I started my career in direct sales and ended my career in direct sales. This was not a well thought out strategy that I'm attempting to take credit for. It is, however, one of the reasons I've written this book—because looking back, it should have been. It is my hope that folks who enjoy the challenge of direct sales might rethink their career options and consider staying in the field. Based on my story as well as many others described in this book, professional sales rep can be an awesome career. It does *not* have to be a stepping-stone to bigger and better opportunities. It can be the final stop if executed properly.

Take a look at the Professional Sales Cycle Pyramid on the following page. It covers all the necessary steps, from uncovering a prospect to bringing it to closure. Additionally, it highlights all the attributes a sales executive must possess to be successful long term. Once a sale is finally made, it becomes necessary to switch from being a sales rep to being more of an account manager. These are two distinct skill sets. However, a true professional will excel in both. In my career I have witnessed terrific sales reps who lacked account management skills. I have also witnessed tremendous account reps who had no clue how to sell a new account.

The bottom line is a professional sales executive needs to learn a variety of skills in order to be successful long term. Smart companies truly value and make every effort to retain these high-level performers. If you are one of them, a career in professional sales will not only be rewarding but also provide tremendous job security for you and your family.

The Professional Sales Cycle



How to utilize this book best

In each chapter of this book, I have attempted to relate a high-level sales principle to a real-life sales situation from my career or another seasoned sales exec. Additionally, based on interviews with sales managers and clients, I have compiled a whole host of stories that drive home particular sales principles. Receiving input from senior executives who deal with professional sales execs on a daily basis was very insightful. I recommend that as you read these stories you put the book down for a moment now and then and reflect on the stories and principles. Think about how the truth I've related can be applied to your sales activities. It is my

belief that people will remember facts and principles if they are born of a real-life story. And if the story is entertaining or funny, there is a better chance it will be remembered as well. It is my hope that these universal truths of selling will become important components of the way you approach your clients.

Over the last year, I interviewed key decision makers at the executive level. I also spoke with executive sales management to get their perspective on what it takes to perform at the highest level and what attributes they deem necessary for success. Finally I interviewed successful sales execs who spent the lions' shares of their careers as individual contributors. So the bottom line is I got valuable input from *all* sides of the sales triangle: the sales rep, sales management, and the client. Based on all of these interviews in conjunction with my thirty-year career in sales, I documented the key ingredients that, if executed on a continuing basis, will result in long-term success.

This book is designed to get you to THINK! Apply the stories and principles you find here to your individual situation. They certainly will not all be exact matches, but they should resonate with you if you take the time to reflect.

You might be wondering what I mean by UNIVERSAL SALES TRUTHS. These are constant regardless of what you're selling or the timeframe in which you live and work. In other words whether you were selling sheep 500 years ago or specialized software in 2012, these universal truths remain constant. People are people and prefer to be treated with respect and dignity. This is an example of a truth that certainly will stand the test of time. It is also a truth that applies not only to sales but to your personal interactions with people in general.

This book will attempt to move you from knowledge to wisdom. Knowledge is certainly good and helpful. However, if it is not applied effectively it is useless. There is a big difference between having the facts and applying them! For example you might know that eating healthy and putting yourself on a strict exercise regimen is good for your overall health. However, your busy schedule and the fact that you're always eating in restaurants makes this knowledge not particularly useful. It is the application of knowledge that makes the difference. We should do our best to live out what we know.

The principles in this book apply to the sales exec who is willing to make a commitment to the craft of selling for the long term. It is not a "how to make a quick buck in sales" book. Professional sales are a marathon, not a sprint. Applying these universal truths of selling will pay dividends over an extended period of time. That might mean you'll lose a deal or two along the way because you refuse to compromise your integrity for a one-off transaction.

These universal truths are timeless, and if adhered to completely can simplify the way you approach selling. They can be traced back to Solomon, who many people believe was the wisest

man to walk the face of the earth. Solomon wrote literally hundreds of proverbs. I've identified fifteen that specifically relate to professional sales. Unfortunately for me I learned these universal truths in the school of hard knocks. It was only a few years ago that I uncovered them in written form. If they had been introduced to me earlier in life, I could have accelerated my selling success and avoided much stress.

I encourage you to read these universal truths. They are located in the back of the book. They are all very short and to the point. You can read them in less than five minutes.

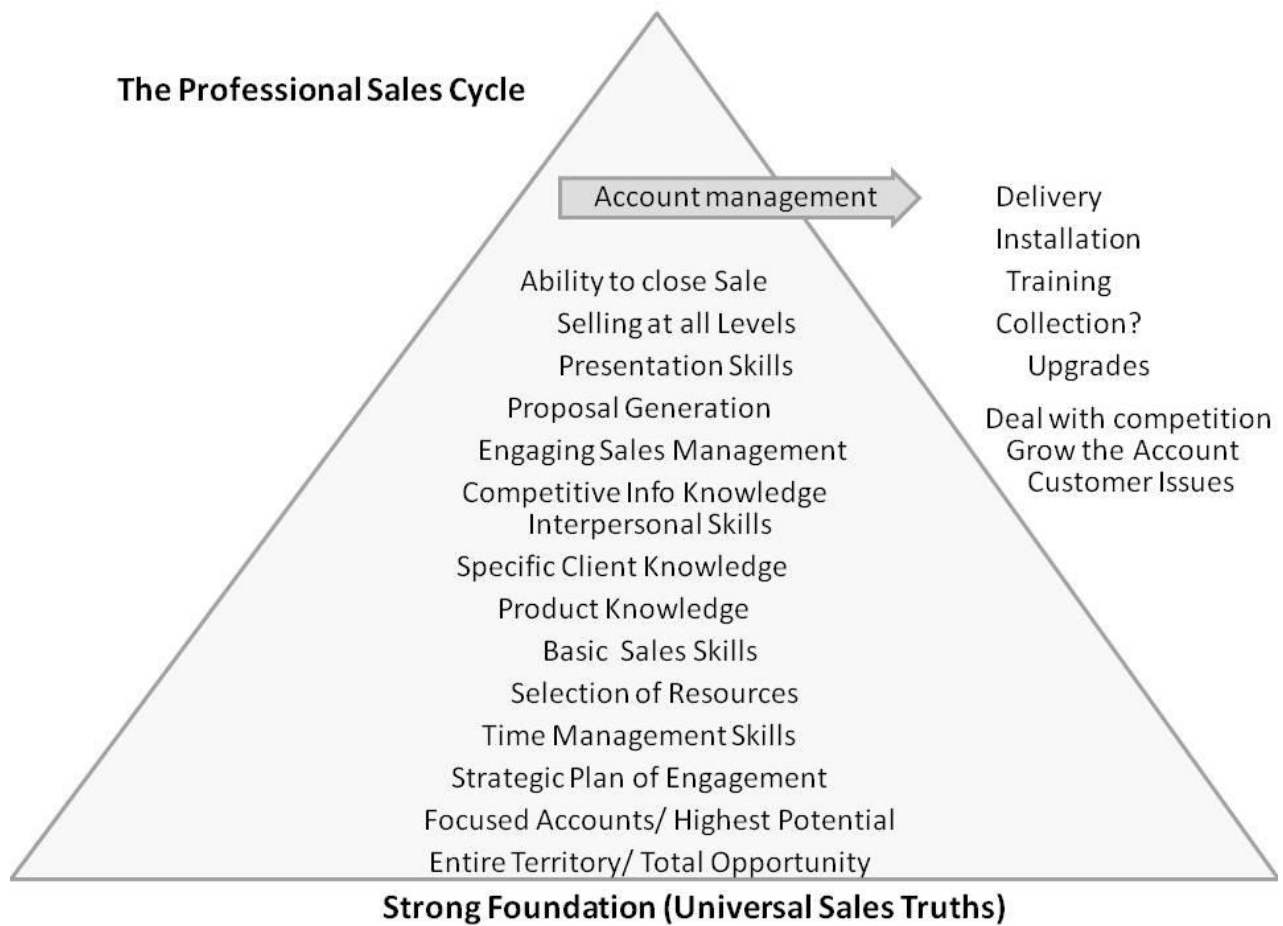
The sales triangle with one important addition

The chart below has only one addition. However, it is the most important ingredient: the foundation! Even if you have mastered all of the components of the sales triangle, without a strong foundation you will never reach your maximum potential. It is akin to building a beautiful home on a wood foundation—it will not withstand the test of time.

The universal sales truths that serve as the foundation are fundamental to all components of the sales triangle. I touch on these truths in every chapter of this book. In my opinion they should guide every aspect of your business life.

Did you ever wonder why you lost a major order? You had the best solution as well as a competitive price, yet another company with an inferior offering won the business. There is a strong chance you lost because you did not adhere to all of the universal sales truths. It all starts with a strong *foundation*.

The Professional Sales Cycle



About the Author

After graduating from St. John's University in 1976 with a degree in business administration, Scott Dunkel accepted a position as a sales representative with Burroughs Corporation. He was assigned a territory in Brooklyn, New York, that included sections of Bedford-Stuyvesant, East New York, Brownsville, Greenpoint, and Williamsburg. For those of you who know New York, you can appreciate how challenging this territory was back in the '70s.

After two years of pounding the Brooklyn pavement selling mini-computers and high-end business calculators, Scott recognized his efforts would be better served by representing another product in another market. His research uncovered an excellent opportunity to sell plug-compatible devices for IBM mainframe computers with a company called Telex Computer Products. The company was transitioning from selling tape and disk drives to 3270-compatible display terminals. The mainframe world was going online, which generated significant demand for terminal displays, and IBM could not keep up with the demand. Telex was positioned to capitalize on this demand and was looking to add a sales rep in New York City.

Scott contacted Frank, Telex's regional sales manager, to discuss the opportunity. The conversation did not go well. Frank was interested in a more seasoned sales exec—one who was in his thirties or forties and had a minimum of ten years of successfully competing against IBM in the mainframe market. Scott had a year and half of experience selling mini-computers door to door in Brooklyn. He was not what Frank was looking for.

But Scott's lack of experience was offset by his tenacity and never-say-die attitude. He continued to contact Frank on a monthly basis and met him several times. Additionally, Scott found out that Frank was a huge tennis fan and consequently arranged to take him and his wife, Linda, to the US Open. At the time Scott's fiancé worked for the United States Tennis Association.

Scott approached his pursuit of the Telex sales opportunity much like a professional sales exec would sell to a major account. After almost a year of intense selling, Scott was finally offered the job in July 1978. At the time Telex had only thirty sales folks in the entire country. Scott was the youngest at twenty-four. All of the other reps were in their mid- to late thirties. Some were approaching fifty! This was truly a very seasoned and professional sales force that needed very little management.

Scott's new territory was a bit of an upgrade from what he covered at Burroughs. He was assigned the entire city of New York as well as Long Island. Lots of IBM mainframes equaled lots of opportunity. The challenge for Scott was his lack of experience, which Frank had felt was

necessary in order to be successful at Telex. Additionally, since Telex was a small company, they didn't have sales or product training. Employees were expected to do everything on their own. Scott had convinced Frank that he could do the job—now he had to execute on that promise.

Scott spent eight successful years with Telex, learning how to be a professional sales exec from some of the best in the industry. In 1986 Thomas Nationwide Computer Corporation offered him an opportunity to learn the computer leasing business. He took the job and learned a lot about the financial aspects of business, but it did not sit well with him. He spent three years in the leasing business before ultimately accepting a position back at Telex, which had merged with Memorex, as the mid-Atlantic regional leasing manager.

In 1993, with Memorex/Telex struggling financially from the debt service that resulted from the merger, Scott began to look for other opportunities. As luck would have it, his previous manager at Memorex/Telex had landed a successful position at EMC Corporation. Al had sales responsibility for the entire mid-Atlantic region. And the good news was EMC was looking to add a rep in the Baltimore/Washington, DC area. Scott contacted Al and began his twelve-year career with EMC.

During his career at EMC, Scott consistently attained quota and replaced IBM data storage with EMC in more than twenty accounts in the Baltimore/Washington, DC area. He was responsible for placing the first EMC storage systems in accounts such as Citigroup, Blue Cross, T. Rowe Price, World Bank, GEICO, First Data, and Allegis Group.

In the field of high-technology sales, an industry infamous for churning and burning sales reps, Scott mastered the craft of professional sales for more than twenty-five years. In this book he shares insightful examples from his career that will resonate with sales folks competing at the highest levels.

Today Scott focuses his attention on helping sales professionals elevate their game to new levels by offering workshops as well as one-on-one sales mentoring. Additionally, he volunteers his time with SCORE, a nonprofit association affiliated with the Small Business Association. SCORE is dedicated to helping small businesses get off the ground, grow, and achieve their goals through education and mentorship.

For more information on sales mentoring and consulting or to purchase additional copies of the book please go to www.universalsalestruths.com

