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Implications of Contemporary Leadership Models on Sales Management

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ABSTRACT

As organizations have discovered that they cannot solely compete on price, product, quality, or technology, organizations have sought the use of optimum leadership models to assist with competition and survival. After examining the evolution of three contemporary leadership models: Spiritual Leadership, Primal Leadership, and Innovative Leadership, it is shown that these models offer sustenance in various ways for organizations and employees. Furthermore, because of the introduction and practice of Spiritual Leadership, Primal Leadership, and Innovative Leadership, specific implications exist for sales management as related to their sales reps and to their customers.

INTRODUCTION

Winston (1997) forewarns that in the current economy, organizations have reached a level of parity that prevents them from competing solely on quality, technology, product, or price. Today's contemporary leadership models must achieve high standards by maximizing human spirit, managing emotional intelligence, and seeking new opportunities. The contemporary leadership models that will be examined that support these needs include: Spiritual Leadership, Primal Leadership, and Innovative Leadership. The predecessor influencers of each of these models will also be discussed as well as the implications of these contemporary models upon sales management.

SPIRITUAL LEADERSHIP

Influencers of Spiritual Leadership

The advent of spiritual leadership was largely one of evolution in the sense that previous leadership models in organizations were no longer working. The predecessor models were birthed during the seventeenth century by Sir Isaac Newton and linked to mechanistic thinking and a machine organizational model. Also, closely linked to mechanistic thinking was reductionism. Both will be discussed as related to the advent of spiritual leadership.

The machine model has appeared in a variety of organizational offshoots. Bierma states, "Mechanical (or reductionist thinking) is behind the rise of the assembly line, bureaucracy, and modern-day medicine" (2003, p. 27). Tomer further discusses the role

of organizations under this model: "Businesses are essentially machines, vehicles for transforming inputs into outputs" (1998, p. 323).

The structure of the machine model is one of hierarchy. Each person works independently on a specialty area and oversight is performed by management. Within this hierarchy, Tomer discusses the machine model's quality objectives:

"owners use the firm as an instrument for achieving their objectives such as maximizing short-term profitability. For other participants...their mutual relationship to the firm is generally determined by contractual obligations, but they also use the firm as an instrument for obtaining financial gain....In the machine model, these economic motivations are pretty much the whole motivation story." (1998, p. 335)

So, although the machine model touches the economic needs of the organization, it does not touch the higher needs—people's spirit. Briskin and Peppers feel that the machine model ignores the imagination and the heart. The model, for the most part, excludes "passion, intuition, or ... discovery and excellence from cycles of surprise, failure, delight, and learning" (1999 p. 8).

Reductionism

Reductionism is a subset of mechanistic thinking. Dear describes it as "a bias towards understanding the smallest unit of composition in a given system" (2001, p. 146). John Holland links reductionism to a type of understanding: "For the last 400 years science has advanced by reductionism...The idea is that you could understand the world, all of nature, by examining smaller and smaller pieces of it. When assembled, the small pieces would explain the whole." (www.dictionary.com)

Briskin and Peppers state that this sense of reductionism promotes a paternalism that is dictated by the shadow of social conformity. Hence, a type of chasm exists between what employees think, feel, and dream and what the paternalistic figures want employees to think, feel and dream (2001, p. 8).

The Introduction of Spiritual Leadership

Employees wanted a leader that differed from a paternal figure and wanted work to include passion and spirituality. Accordingly, the emergence of a spiritual leader in the work place ensued. Employees and leaders realized that this desire was natural. Covey concurs as he states, "Spirituality cannot be something a person toys with, a little compartment of their lives. It has to be at the core, in a way that affects every other part of their lives" (as cited in Hendricks & Kudfeman, 1996, p. 9).

Consequently, leaders and employees realized that spirituality is not something that is turned off at 8am when arriving at work and back on at 6pm when returning home.

Instead, spirituality must be integrated into employees' and leaders' lives including the workplace. Ed Mc Cracken, CEO of Silicon Graphics, echoes the words of Covey as he states, "My objective in life is not to have a spiritual part of life that is separate from the rest of my life" (as cited in Hendricks & Ludeman, 1996, p. 10).

Definitions of Spiritual Leadership

Before discussing spiritual leadership, several definitions of spirituality will be shared. Hawley states that spirituality is:

"... the us beyond all the things [physical body, five senses, mind, feelings, innate tendencies, etc.] we usually think are the real us...Spirit...is the vitality that dwells in our body...Spirit refers to our other reality, our real reality, our higher reality—the one which at some inner level we know exists but at time forget that we know." (as cited in Tomer, 1998, p. 326)

Delbecq shares another definition of spirituality: "It always involves a sense of belonging to a greater whole, and a sense of longing for a more complete fulfillment through touching the greater mystery (which in tradition I call God)" (1999, p. 345). Another definition is that spirituality is "the basic feeling of being connected with one's complete self, others, and the entire universe" (Mitroff & Denton, 1999, p. 83).

Last, Clark states that spirituality "can be most characteristically described as the inner experiences of the individual when he senses a Beyond, especially as evidenced by the effect of this experience on his behavior when he actively attempts to harmonize his life with the Beyond" (as cited in McCormick, 1994, p. 5). Hence, the inner knowing and the inner connection that was missing from mechanistic leaders is recognized and endorsed by spiritual leaders.

Implications of Spiritual Leadership on Sales Management

Based upon the definitions shared above, sales managers touch the higher needs of sales reps as they bring out their reps' best in tasks that are performed. Additionally, an emphasis of spiritual leadership occurs by helping sales reps to optimize their purpose and growth. Hawley comments on the importance of helping employees to discover their individual purpose: "This kind of leadership requires a disciplined imagination, openness to spirit, and a cultivation of the humility to receive it so that the members can discover a vision that rings true for the organization and each of them personally" (Tomer, 1998, p. 327).

The Buddhists call this expression "Dharma" or "spiritual work for the Spirit to express its blessing." Individual purpose can also be thought of as life's calling or an "expression of our unique talents and role in the evolution of humanity" (Naiman, 2006, p. 1). Briskin speaks of this expression as "...being resonant with one's being" (2001, p. 11). Jarow (2001) speaks of this expression as one's expression of prana. As sales managers

patiently and sagaciously assist sales reps in discovering their individual vision or dharma, the reps may discover resonance in particular sales roles such as an inside sales rep, marketing research analyst, sales promotion manager, global account manager, or national account rep.

There's also a type of improvisational skills that Wheatly recognizes in spiritual leaders. He discusses this recognition through the use of a jazz metaphor:

"Improvisation is the saving skill. As leaders, we play a crucial role in selecting the melody, setting the tempo, establishing the key, and inviting the players. But that is all we can do. The music comes from something we cannot direct, from a unified whole created among the players—a relational holism that transcends separateness. In the end, when it works, we sit back, amazed and grateful."
(Tomer, 1998, p. 329)

Similarly, as sales managers define the sales goals and quotas to be achieved as well as the time frame and milestones that are important, sales reps can be invited to play their music from within such that a type of sales team holism is created. Playing their own music may occur as individuality is expressed through each sales rep's original ideas for prospecting, for overcoming objections, for providing exceptional customer service, for generating sales proposals, or for generating "proving criteria" to win deals such as ROI justifications.

Effectiveness within Organizations

The effectiveness of spiritual leadership is one that transcends monetary rewards. Consider James Autry who states that "Work can provide the opportunity for spiritual and personal, as well as financial growth. If it doesn't, we're wasting far too much of our lives on it" (as cited in Hendricks & Ludeman, 1996, p. xvii).

The effectiveness of spirituality within organizations is also noted by Jack Welch. He speaks of his vision of quality within General Electric:

"We want magazines to write about GE as a place where people have the freedom to be creative; a place that brings out the best in everybody; an open place where people have a sense that what they do matters, and where that sense of accomplishment is rewarded in both the pocketbook and the soul." (as cited in Anderson, 2000, p. 17)

Hence, sales managers may promote the belief that the workplace can be the very setting for spiritual, personal, and financial growth. Formerly, sales reps may have sole thought of the latter, financial growth, as being the sole opportunity for growth.

PRIMAL LEADERSHIP: EMOTIONAL INTELLIGENCE

The second important contemporary leadership model is primal leadership which utilizes emotional intelligence as its foundation. Several models of thinking have hinted at the discovery of emotional intelligence. Various researchers discovered alternative types of intelligence such as social intelligence, intrapersonal intelligence, and interpersonal intelligence. Furthermore, this intelligence was even linked to the power of the heart to effect emotions. All of these predecessor ideas had an impact on contemporary primal leadership and will next be examined.

Influencers of Emotional Intelligence

As early as the 1930's, Thorndike was not specifically referring to emotional intelligence, but he was referring to social intelligence. Then, in the 1940's, the Ohio State Leadership Studies, under the direction of Hemphill, noted that the importance of consideration, mutual trust, respect, and a certain warmth and rapport with members of their group would be more effective. Also, in the 1940's, the Office of Strategic Services evaluated non-cognitive, as well as cognitive abilities. This process first occurred at AT&T. In 1943, David Weshler recognized the importance of the "non-intellective" such as affective, personal, and social factors (Cherniss, 2003b).

Advancing to 1985, Howard Gardner researched and determined that multiple intelligences exist. These include logical-mathematical, spatial, musical, bodily/kinesthetic, intrapersonal, and interpersonal. Hence, an expanded view of intelligence was introduced (Childre & Martin, 1999).

Relating these discoveries to leadership, one can note that the predecessor to primal leadership was a style of leadership focused primarily on leading solely from the head rather than leading from the combination of head and heart. This shift in leadership has been largely influenced by Doc Childre, the founder of the Institute of HeartMath as well as John Mayer of the University of New Hampshire and Peter Salovey of Yale. Mayer and Salovey theorized that "emotional intelligence" shapes the intrapersonal and interpersonal relationships that Gardner had discussed as intelligence types (Childre & Martin, 1999).

Additionally, Doc Childre discovered that the heart has its own intelligence that may even be deemed to be more important than the brain in day-to-day functions. The heart communicates with the brain as well as with other areas of the body. In fact, the heart sometimes functions independently of the brain. Consider that the heart beats in the unborn fetus before the brain is developed. Also, consider that the timing of the heart beat is thought to be controlled by the brain. However, in transplant patients, the nerves from the heart and brain are severed and yet the heart still functions (Childre & Martin, 1999).

The heart has its own independent nervous system that is thought of as a brain in the heart. At least forty thousand neurons are in the heart which is as many found in the subcortical centers of the brain. The Lacey's of the Fels Research Institute discovered that when the brain sent orders to the heart that the heart did not always follow through. In

other words, the heart responded with its own sense of logic. Hence, the heart's message could influence a person's behavior. The Laceys eventually concluded that the heart has the ability to "think for itself" (Childre & Martin, 1999).

Childre and Martin carried on research of the heart. They discovered that a person's emotional state is reflected in the rhythms of the heart. The same rhythms also affect the brain's ability to process in areas such as decision making, solving problems, or creating. Their research showed that positive emotions create a type of coherence in the body while negative emotions create incoherence. Childre and Martin have developed techniques to produce coherent heart power which has a positive effect on emotions (Childre & Martin, 1999).

The Introduction of Primal Leadership

Leadership models have progressed from the personality or traits model through a behavior model and to a transformational model. Now, the primal leadership model is less focused on rational and analytical and more focuses on emotional aspects (Dulewicz & Higgs, 2003). This leadership model is based upon the concept of "emotional intelligence." Several definitions will be shared.

Weisinger states simply that emotional intelligence is "the intelligent use of emotions" (as cited in Dulewicz & Higgs, 2003, p. 198). Cooper and Sawaf view emotional intelligence as having a focus on higher dimensions of a person. These include intuition, integrity, personal purpose, and creativity (as cited in Dulewicz & Higgs, 2003).

Goleman, however, views emotional intelligence as spanning both the individual and those in which the individual is in relationship with. His definition of emotional intelligence is the

"capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. It describes abilities distinct from, but complementary to, academic intelligence, the pure cognitive capacities measured by IQ." (1998, p. 317)

Furthermore, Goleman Boyatzis, & McKee (2002) feel that emotional intelligence spans four domains. The first two are thought of as personal competence. Self Awareness is thought of as personal competence. When a leader has this awareness, he understands his emotions. Also, he has developed a "gut sense" and uses that to make decisions. He is aware of his personal strengths and limitations. Accordingly, he is open to feedback for improvement such that he might change limitations into strengths.

Self-confidence is also thought of as personal competence. When a leader is adept at that this skill, he effectively manages his emotions. He uses honesty and integrity in his interactions with others. He maintains flexibility to adapt to change or obstacles. He is

driven by high inner standards. The leader also exhibits optimism and uses humor. Last, he has a high sense of self-efficacy.

In addition to personal competence, Goleman Boyatzis, and McKee discuss the importance of social competence for managing relationships. Social awareness is a social competence key to leaders. The skill translates to having empathy to understand others' emotions. The leader is adept at being able to interpret politics and meanings of others. The leader understands power relationships and unspoken rules. Last, the leader is able to meet others' needs – employees', clients' or boss's.

In addition to social awareness, relationship management is another quality comprising social competence. Leaders are skilled in motivating others with a compelling vision. Leaders are adept in persuasive skills. They offer feedback and guidance to others. They are change agents in the sense that they effectively initiate, lead, and manage change. They are skilled in conflict management as well as in team building and collaboration.

Although emotional intelligence is key to all individuals, Goleman believes that it is especially important in leadership. Within an organization, Goleman has observed that members create "...a kind of emotional soup, with everyone adding his or her own flavor to the mix. But it is the leader who adds the strongest seasoning" (2002, p. 8). Senge concurs. His belief in the aspect of "personal mastery" (1990, p. 7) supports high emotional intelligence for a leader to identify and manage emotions.

Implications of Primal Leadership on Sales Management

Due to the nature of the sales discipline, many sales managers, when working with clients, may have traditionally honed their skills of self-confidence (to establish credibility), social awareness and competence (for networking purposes), interpreting the meaning of others (to effectively address objections), and persuasion (to move clients to a close). The additional implication of Primal Leadership on Sales Management is demonstrated when sales managers now must coach their sales reps to facilitate an intense emotional seesaw with their clients by using the SPIN Selling and Solution Selling methodologies. This occurs specifically on the Implications questioning stage of SPIN Selling (Rackman, 1996) and in the Exploring the Impact stage of Solution Selling (Eades, Touchstone, & Sullivan, 2005). In both of these stages, sales managers can coach their sales reps to ask probing questions designed to deeply uncover types of emotional pain and their impact (dollars, missed due dates, negative PR, high turnover, lost clients) as experienced by the client and others within the organization. The coaching process of sales managers continues as their reps uncover more and more emotional pain which then switches to an emotional relief as a solution is created through Needs Payoff (SPIN Selling) or through a vision (Solution Selling). Sales managers must make sure that their reps are adept at calling forth their clients emotions, interpreting the emotions, and using the emotions as input into the vision of a solution.

The last implication of Primal Leadership upon sales management occurs in the interaction between a manager and his sales reps. For example, the sales manager can maintain a high emotional mood that can positively impact his reps's attitudes and emotions which is beneficial as the rep deals with potential rejection when prospecting.

Effectiveness within Organizations

Emotional Intelligence has been shown to produce propitious effects within organizations. Beginning with the leader, the result of high emotional intelligence is to create resonance which is "a reservoir of positivism that frees the best in people" (Goleman, Boyatzis, & McKee, 2002, p. ix). Also, in analysis performed by Egon Zehnder International of 515 senior executives, those mostly likely to produce success were those who were strongest in emotional intelligence. This seemed to matter more than IQ or experience (Cherniss, 2003a).

Bringing out the best in people is seen in quantifiable results. When people feel good, they do their best. This high performance often has a positive impact on customers. In the service industry, it has been shown that "for every 1 percent improvement in the service climate, there's a 2 percent increase in revenue" (Goleman, Boyatzis, & McKee, 2002, p. 15). Within a hospital, it was shown that "Cardiac care unit where the nurses' general mood was 'depressed' had a death rate among patients four times higher than on comparable units" (2002, p. 16). Within retail, it was shown that in a study of 32 outlet stores, those with positive salespeople had higher sales results. Last, within insurance firms, renewals among upbeat agents was 3-4 percent higher (2002).

Next, emotion intelligence can have an effect of actually "rubbing off" on others. In the open loop design of the limbic system, a person can transmit signals that can change hormone levels, cardiovascular functions, sleep rhythms, and immune functions of another (Goleman, Boyatzis, & McKee, 2002). People from work "catch" feelings from each other. It is to an organization's advantage if those feelings are positive because dissonant feelings can be ineffective. In fact, "of all the factors in a company's control, tuned-out, dissonant leaders are one of the main reasons that talented people leave—and take the company's knowledge with them" (2002, p. 50).

Additionally, the contribution to personal human capital occurs. Consider, first, a definition of capital proposed by Tomer, "Capital is lasting productive capacity that is produced and, subsequently, used by economic entities to achieve their purpose" (as cited in Tomer, 2003). Although some think of capital as applicable to tangible assets, others think of capital as applicable to intangible factors such as enhanced human capacities developed by education and training.

Another type of capital, personal capital, differs from human capital for it is not developed through academic training or through on the job training. Personal capital is based upon skills and abilities. Another type of intangible human capital is social/organization capital. It is based upon personal qualities of a person and is a

prerequisite for effective organizational relationships (Tomer, 2003). Emotional intelligence is considered a component of social capital and is regarded as key to capital formation in economically advanced countries. For example, it is believed that globalization is effected by the degree of emotional intelligence displayed (2003).

INNOVATIVE LEADERSHIP

The third identified contemporary leadership model is innovative leadership. As organizations felt the importance to engage in innovative strategies to increase competitiveness, the need to have innovative leadership grew. Innovative leadership includes a different type of thinking and management of a different breed of employee. The influencers of innovative leaders will be discussed as well as this type of leadership. Last, the effectiveness of innovative leadership upon organizations will be examined.

Influencers of Innovative Leadership

The predecessor to innovative leadership was rational leadership in which there was a strong emphasis on enforcing the formalization of behavior (Scott, 2003). Leaders defined roles that were independent of particular individuals and predicted behavior. There was an “unholy obsession with time, order, productivity, and efficiency that marks our age” (Scott, 2003, p. 40). Hence, there was no room for risk taking, making mistakes, and challenging assumptions.

Another predecessor was a style of leadership that was based upon guiding organizations by staying on track and emulating what had been done before. This was at the time that Peters and Waterman promoted the importance of companies "sticking to their knitting" (Goold, 1993). Hence, organizations did not seek to reinvent strategy and did not seek to diversify.

Another predecessor was to practice innovative leadership only in specialized areas such as marketing, advertising or research and development. Hamel (2002, p. 25) shares his perspective:

"...A hundred years ago from Frederick Taylor, innovation is still regarded as a specialized function (the purview of R&D or product development), rather than a corporation-wide capability. In most companies, the forces of perpetuation still beat the forces of innovation to a pulp in any contest. As change becomes less predictable, companies will pay an ever-escalating price for their lopsided love of instrumentalism."

The Introduction of Innovative Leadership

Then, organizations and scholars came to realize that "what is not different is not strategic" (Hamel, 2002, p. 72). The need for innovation, and more importantly, ongoing innovation became paramount. Peters states that it appears that "...the trick for my

company (for any sensible company!) is to keep topping itself—so any 'stolen' secrets are secrets to *yesterday's* success" (1994a, p. 15). The continuous process is affirmed by Hamel who states, "Today a company must be capable of reinventing its strategy, not just once a decade or once a generation in the midst of a crisis when it trades out one CEO for another, but continuously year after year" (2002, p. 12). As an example, consider Meg Whitman, CEO of eBay, who reinvents strategy continuously but more than once a year; ebay has strategy session several times a week (Peters, 2003, p. 25).

Innovative leadership can include the areas of leading and promoting innovative strategies, leading creative employees, and promoting an entrepreneurial philosophy. Each of these responsibilities of innovative leadership will be further discussed.

Innovative Leadership and Strategy

Copying does not give an organization a competitive edge. Peters portends,

"... the company that wants to stay at the top of its market and command those premium prices can't just copy the copycats by improving its old products, no matter how creative they might once have been... If you want to continue to command the heights, you need to keep on creating and overturning." (1994b, p. 248)

Hamel claims, "What is required is not a little tweak to the traditional planning process but a new philosophical foundation. Strategy is revolutionary; everything else is tactic" (Hamel & Prahalad, 1989, p. 70). Hamel shares some advice on how organizations can take the first step in participating in a revolutionary strategy:

"The first is to systematically deconstruct the orthodoxies and dogmas that rule a business. When people sit down and think about strategy, too often they take 90 or 95 percent of industry orthodoxies as a given and as a constraint. Instead, they must stare down their orthodoxies and determine that they are not going to be bound by them anymore." (Kurtzman, n.d.)

Hamel's views are echoed by Peters who calls this "Destruction." Peters (2003) feels that the act of destruction is natural and goes beyond change. There is a need to have an unabashed commitment to destruction. The act of destruction crumbles boundaries such that organizations can obliterate the orthodoxies and dogmas that rule a business.

Jack Welch, former CEO of General Electric, utilized revolutionary strategy. In fact, he declared that there would be a new GE Way and he name it "DYB.com." The acronym stands for "Destroy Your Own Business." In this manner, Jack Welch chose to maintain the original General Electric entrepreneurial spirit (Peters, 2003).

Innovative Leadership and Employees

With the emphasis on innovation, leaders can be quite instrumental in supporting the process. Leadership is an instrumental construct to support the creative person and strategy. It appears that leaders can offer support to creative individuals by (a) providing appropriate responsibilities, (b) encouraging ideas, (c) championing ideas, (d) buffering, and (e) ensuring follow through. Each of these activities will be further discussed.

Leaders can provide responsibilities that foster variety, freedom, and self direction. To promote variety, managers can offer job rotation or multitasking opportunities. To promote freedom in an organization's environment, Peters notes "... it thrives best when individuals are left alone to be different, creative, and disobedient" (1994b, p. 55). Hamel and Prahalad share a somewhat different view as they note the importance of freeing yet also monitoring the creative spirit as they state, "Creativity is unbridled, but not uncontrolled" (1989, p. 67).

Leaders need to encourage employees to create ideas. Peters recommends the ordinance, "Do/make something great" (1994b, p. 216) as a stimulus for creativity. Additionally, encouragement can be fostered as managers function less as directors and more as enablers. Hence, when speaking of leaders' role in the creative process, Higgins and Morgan state, "Their role is a curious one: creative thinking by nature is not something one can command or exhort; their primary role is one of facilitator or enabler" (2000, p. 122).

Once leaders have encouraged ideas, they are instrumental in championing ideas. It also means promoting the creative ideas to others in the organization. Mike Koelker, creative director at Foote, Cone, and Belding discusses the difficulty that creative employees may have. He comments, "without exception, the people in the account group and creative department who I find the most brilliant will have the hardest time fitting into...the agency structure." He has therefore chosen to champion the ideas of the brilliant (as cited in Peters, 1994b, p. 203). Summing up the importance of championing, Peters affirms, "All freaks need guardians" (2003, p. 214).

Additionally, leaders need to provide a type of buffering to creative employees especially to support their characteristics of intrinsic motivation. Amabile notes,

"extraneous events—particularly events inducing external performance pressure—may reduce the intrinsic motivation and curiosity needed for creative work. As a result, the use of strategies intended to buffer people from extraneous demands may prove useful, particularly when they are being asked to generate new ideas." (as cited in Mumford, 2000, p.319)

Leaders might choose to implement buffering techniques in which a work area is set up and adjusted if quietness is need for incubation time. Also, administrative help can be provided to assist with removing administrative distractions (people or tasks). Buffering can be used to protect the slack time of employees. Lawson claims, "...to sustain high levels of innovation, slack resources must not be constantly threatened" (2001, p.126).

This can easily be accomplished, if when planning work schedules, managers "...design in slack, understand thinking as work" (p.133).

Leaders also have the responsibility to ensure that follow through occurs on creative ideas so that the innovation process occurs. In fact, without follow through, "creativity is not the miraculous road to business growth and affluence that it is so abundantly claimed these days...for the front line manager, it may be more of a millstone, than a milestone" (Levitt, 2002, p. 137). When speaking of those who generate ideas, Levitt claims, "They mistake an idea for a great painting with the great painting itself...Ideation and innovation are not synonymous" (Levitt, 2002, p. 138). If the creators are capable of only imagining the painting but not actually painting, then the leader can assign the painting to others to ensure follow through.

Innovative Leadership and the Entrepreneurial Philosophy

Covin and Miles (1999, p. 48) state that "an entrepreneurial philosophy permeates an entire organization. Hamel refers to this permeating of innovation as the action of "making innovation a systematic capability" (2002, p. 26). Innovation then becomes a way of life. Employees are encouraged to create new ideas and to take risks.

Delta Technology exemplifies an organization in which leaders promote an entrepreneurial philosophy. The organization encourages ongoing innovation: "We realize we have to keep the pipeline filled with new ideas" (Collett, 2004, p. 16). This also means providing opportunities to take risks and fail. Mistakes and failures are often part of the process. In the book, "Whoever Makes the Most Mistakes Wins," Farson and Keyes stress that both success AND failure are part of the process (2002). Peters also contributes to this belief as he states, "It is failure, not success, that makes the world go around. Because failure typically means that someone has stretched beyond the comfort zone and tried something new...and screwed it up...and learned something valuable along the way" (2003, p.27).

As innovation becomes continuous, it must also become anchored within an organization. Gordon and Morse speak of the importance of this anchoring process into an organization's structure: "Before an innovative idea can be of any value to a highly coordinated company, the changes resulting from the implementation of the idea must be understood and incorporated into the coordinative structure...." (1968, p. 38). Hamel sums up the anchoring process of innovation as he purports the idea of "making innovation a systematic capability" (2002, p. 26).

Consider also the entrepreneurial philosophy as exemplified with Motorola. Leaders are expected to declare a "legacy-leaving" goal and, their career is measured against that. Also, employees are encouraged to challenge conventional wisdom and to make suggestions. If employees feel their views are not being recognized, they can file a "minority report." Additionally, Motorola encourages spirited debates at meetings such that break through ideas can be spurned (Winston, 1997).

Implications of Innovative Leadership on Sales Management

In the area of “Innovative Leadership and Strategy,” sales managers can choose a particular planning process that will assist them to identify background information and innovative goals to be achieved. The use of SWOT analysis or Hosin planning can be beneficial in this initiative, and an innovative strategic plan can be produced. In terms of deconstructing orthodoxies, sales managers can ask sales reps to identify common beliefs such as reasons why customers won’t buy, perceived sales roadblocks, beliefs about the competition, beliefs about the economy, or beliefs about customer service. These beliefs can be deconstructed in a variety of ways such as examining the belief’s opposite, combining the belief with one or more other beliefs, exaggerating the belief, or viewing the belief from someone else’s perspective. Through these deconstruction activities, managers facilitate potential break through sales ideas.

In the area of “Innovative Leadership and Employees,” sales managers can encourage sales ideas from reps in numerous ways such as providing topics for sales meetings, generating role playing scenarios and solutions, developing sales process improvement ideas, or thinking of additional avenues to generate revenue. Sales managers must then support their reps’ ideas, provide buffering by removing obstacles, and making sure that the ideas are implemented.

In the area of “Innovative Leadership and the Entrepreneurial Philosophy,” sales managers can make innovation a way of life by establishing an innovative sales culture. This can be accomplished by hiring reps who are innovative, providing ongoing training in creativity and innovation, and practicing innovation. Additionally, there can be a tie to a rep’s compensation that is based upon his contribution to innovation within the sales department. That innovation philosophy can extend in a sales rep’s interaction with customers. For example, in Solution Selling (Eades, Touchstone, & Sullivan, 2005), a sales rep asks questions that lead the customer to developing a vision of a solution to solve his problem or lead the customer to re-engineering a vision (previously created by a competitor sales rep) of a solution to solve his problem. Innovation can be used as part of both the visioning and the vision re-engineering processes.

Effectiveness within Organizations

Since 1999, Whirlpool exemplified a high degree of innovative effectiveness for it had anchored innovation into its core structure through its chairman, Dave Witwam’s direction. In just a three year period, 10,000 employees participated in training sessions and generated over 7,000 ideas. Several new businesses and products were created. These include: Garage Works which are modular storage units, Briva which is a sink with a mini dishwashers, and Gator Pak which is a mobile entertainment center for tailgate parties (Hamel & Valikangas, 2003).

CONCLUSION

Sales managers must possess skills to perform administrative and tactical responsibilities; they must also possess leadership skills to manage their own emotions and to understand emotions of others. That is, "Managers need planning, operating and controlling skills while leaders need emotional intelligence behavioral skills" (as cited in Dulewicz & Higgs, 2003, p. 197). Sales managers must also understand the beyondness that extends from themselves and their organization into a connection with spirit. Last, sales managers must be skilled in fostering creativity and innovation that lead to a competitive stance and survival.

For future research, three questions might be considered. First, as other factors or trends (such as additional technological breakthroughs, an increased elderly population of sales reps or clients, economic changes, and intensity in CEO's demands for creativity and innovation) impact the earlier discussed contemporary leadership models, what will be the revised resulting implications for sales management? Second, in addition to the three earlier discussed contemporary leadership models, are there any other models that may also have implications for sales management? Third, instead of contemporary leadership models having implications for sales management, can sales management have implications for any of these contemporary leadership models? Consider one example in which traditional innovative leadership has sometimes focused on the activity of managing product innovation. Because of a sales manager's role in interacting with customers and maintaining excellent customer service, perhaps innovative leadership might next evolve into a newly defined activity of "customer service innovation" rather than just the typical "product innovation." Consider another example in which much of Primal Leadership has focused on face to face interactions with others such that emotions can be discerned. Because a sales manager may have sales reps who are partially virtual or totally virtual, perhaps Primal Leadership can more extensively evolve into developing the proper social competence for managing relationships and the social awareness needed to understand others' emotions when relationships are virtual (email, twitter, conference calls).

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