

# The HVAC Territory Manager's Field Guide

Richard Harshaw



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# Endorsements

“When we got married there was no manual, when we started a family there was no manual and when we became a territory manager there was no manual. We looked at our new territory like the stars in the sky. Millions of opportunities, but which one do we concentrate on first? We started our journey taking that first unknown step. But today Richard Harshaw has given us a guide to help us with that journey. We will all have our successes and mistakes. Harshaw’s manual will minimize those mistakes. I wish this book was available forty years ago. It would have helped me with my journey. May your purse always hold a coin or two; may the hand of a friend always be near you and may you be in heaven a half hour before the devil knows you’re dead.”

**Bill Knox, Territory Manager**

“Every successful Territory Manager in the HVAC industry knows the value of industry experts and the training they provide. Richard Harshaw has an amazing insight and understanding of our industry and the challenges we face as TMs. I know this book will be an invaluable resource to me and to you for many years to come. Thanks, Richard, for all you have done to help me be successful!”

**Billy Johnson, Territory Manager, Aces AC Supply North**

“In the forty-seven years that I have worked in this industry, the technology today is unbelievable. It will continue to change as the years go by. The thing that has not changed is that this is still a people business. Your relationship with your customers is vital for your success. Harshaw’s advice will help you be the Territory Manager that your customers look forward to seeing.”

**Ralph Ingebritson, Territory Manager**

“Albert Einstein said: ‘If you can’t explain it simply, you don’t understand it well enough.’ Well, Dick Harshaw explains it ‘simply’ while making it fun in the process, and he understands it well enough because he has lived it. Much of my success is because of the many things I have learned from Dick. This book will certainly add to the success of any TM or Sales Manager.”

**Art Guilmet, Guilmet & Associates, Training Consultants,  
Norcross, Georgia**

# Dedication

This book is dedicated to those who went before me and helped make me the person I am today. Some of them are no longer with us, but their memory and legacy live on in me and will transfer to you as you master the principles in this book.

I wish to thank my wife, Loretta, for putting up with me as I labored for several years in writing this book. Her patience and steadfast belief in me helped me give birth to this baby!

I want to thank my editor and publisher, W. Terry Whalin of Intermedia Publications in Peoria, Arizona. Terry and his team helped trim the edges and bring a truly professional product to market.

I also wish to thank those who poured some of their heart and soul into me as I learned the ropes: from my time at Missouri Public Service Company, William Van Dyke, Larry Letzig, Tom Coleman, Wes Westmoreland; from my General Heating and Cooling days, Bob Coe, Bob Quackenbush, Ron Gully, Don Rickman, E. F. "Cass" Cassing, Bill Knox, Ralph Ingebritson, Larry Skorupan, William "Bud" Tholen, W. Terry Tholen, Calvin Price, Mike Hall, Bill Kaiser, Rob Morton, John Kallenbach; from my career at Carrier, Loraine Ball, Mike Hartlieb, Rick Roetken, Joe Schoener, Bill Stewart, Anthony Ranieri, Art Guilmet, Wayne Morrison, David Taylor, Bob Livingston, Margo Freewalt, Derrick Marris, Elio Andreatta, Jack Tobik, Brad Johnson, Dave Reinstra, Randy Black, Don Johnson, Bob Ramp, Richard Roley, Terry Calder, Scott Walker, Robert Madden, Stewart Docter, D. C. Surface, Gordon Powers; from my dealer portfolio in Missouri, Charlie and David Rogers, Jack Reed, Jim Woodman, Roger Davidson, Jim Berman, Gus Steiner, Bill Smith, Eldon Jenkins, Jerry Boschert, Don Hilgedick, Don Fritz; and from my clients, Rhamy Morrison, Billy Johnson, Mark Korte, Greg Johnson, Jay Gordon, Lee Hendrickson, Terry Whiteley, Ron Clark, Richard Specht, Bobby Leggett, Ted McDonald, Andy Armstrong, Natalie DeRousse, Mike Simpson, Mickey Smith, Gary Mummert, Mark Nelles, Doug Widenmann, Diego Stefani, David Trautman, Andrea Dopp, Carol Baker, Tommy Taulbee, Tom Diab, John Bart, Eric Griffen, John Wright, Dan Keck, Scott Ansley, Michelle Wilton and Kevin Hehn.

I am truly grateful to you all!

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# Foreword

When Dick Harshaw asked me to write a foreword for this book I was stunned. I had never done anything like that nor thought I would. I accepted on the spot. I have always been a person that would venture out and then find out how to do the job. It was then my mind started sorting out all the things I knew about Dick, the time line of the past thirty plus years that was involved, and what in the world was I going to say. Slowly it started to take shape. The more I thought about it the more I got enthused about doing it and from then on it seemed like a slam dunk... it just flowed.

I think there are many territory managers in this country that owe a lot to Dick. I will never know. But I do know that if they will take his training and apply it they would be more profitable and enjoy their business more. Dick doesn't teach a trouble free business. He teaches how to stay as trouble free as possible and how to handle the problems that come along... something like life I think. I entered the HVAC industry in 1960. There were many changes going on at that time with new high speed compressors (3600 RPM), R-22 refrigerant was just starting to show up in condensing units, and quick connect tubing was just coming out. You should have heard the complaints from the dealers. Some threatened to quit the business if these changes went on. None did quit but you could tell it wasn't welcomed.

At the time Dick entered the industry these changes had already taken place and most dealers were settled in... complacent would be a good word here. Up until the 1980s the demand for comfort was greater than the supply of goods from the manufactures. That was about to change. As manufactures were enlarging, ramping up with more capacity, and merging, the supply outdid the demand. Prices started to fall along with profits. Dealers that used to have it their own way most of the time, were finding it harder and harder to "compete" with all the new dealers with low prices. Most dealers had forgotten how to sell. Most were too lazy to try to learn, but the dealers that understood this were doing fine. Enter Dick Harshaw into a topsy-turvy business field.

Dick could have chosen any industry and that industry would have greatly benefited, but he chose the HVAC industry, and it is still benefiting. It was especially good for GH&C (General Heating & Cooling). That's where I met Dick in the early 1980s when he signed on to be the Service Training Manager. Dick put together a dealer/contractor training program and facility that hasn't been equaled by anyone in the Midwest. It was a real draw for our company.

As he did his job, Dick knew he couldn't stay as a training manager and get ahead so he sought a sales position within the company. My territory was rearranged so we could make a new one for Dick and he started a branch sales office in Columbia, MO in 1984. Little did I know that Dick would look to me to help him get started.

I had been in sales for almost twenty years by then and starting relaying all that I could to give him a jump start in his territory. He was an extremely fast learner and I don't remember

having to go over anything more than once. It didn't take long till I knew he was now on his own and didn't need my help anymore. It's fun to take credit for a guy like that but I know different. Dick took what I had to teach and made it soar. He started introducing computers to his dealer/contractor network in the territory with sales analysis data and projections etc. and before long had surpassed my sales levels.

It wasn't long after that I recognized that Dick was unique in many ways. He had that sense that all good salesmen have about their dealers and was then able to help them achieve bigger and better things for themselves. Whenever you can help someone else achieve more, with more profit, you have reached a delicate balance between salesman and customer. My boss told me once that you really didn't have to like a person to do business with them, but it sure helps. Dick was that kind of guy. He had a way to cause you to like him. This isn't a natural thing with anyone... you have to work at it.

Someone told me once that they had never had an insurance policy knock on the door and try to sell them insurance. I don't think anyone has ever had a car pop up in the parking lot and say... "Here I am, come buy me." In fact, I think it's safe to say that probably nothing ever gets sold without *someone* behind the sale doing all the things necessary to help a customer.

That's what Dick learned early. He learned that when you work harder on yourself than on a product you'll grow faster and better. After a product line has been learned and is intact, the difference is in people. It's always the people that make the difference. That's what Dick learned early and what he began studying early. That's what made the difference for him. Sure, all the nuts and bolts count but it's always the people that count the most.

Dick learned early on that the dealer that has the correct attitude towards his business and his customers will be more profitable in his business and more respected in his community. Dick teaches in his own manner but he does get across the difference between the "purpose" of a dealers business and the "aim" of it. Most dealers would answer that the "purpose" is to make a Profit. When asked what their "aim" is they get confused thinking that they are the same. The explanation is easy. Dick proposes to the dealer the following: The "purpose" of his business is to solve the customers comfort problems in the most economical way. When the dealer has that purpose in mind he asks different questions of the customer in searching for an answer. The customer now has a sense that the dealer REALLY wants to help and not just sell something.

If a dealer truly has the correct purpose for his business established then he will prosper. His profit will take care of itself and he will grow. Along with his personal training he started putting together financial training programs for his dealers. A lot of the background for all he was doing came out of the dealer financial training program that Carrier started in 1970. He soon learned that most dealers didn't know how to run a company. Analyze a financial statement??? Are you kidding? Why do I need a monthly statement? I have my accountant do that stuff at year end so I can pay the taxes I owe. It didn't take long for Dick to see what the road ahead was going to be like, and he had to adapt. Now he knew he had to develop a sales strategy along with the financial management programs to really show dealers what they needed to know to survive and be profitable and to be able to change when necessary.

I think that is where Dick saw another light. I think he asked himself that if I can teach the dealers in my territory, and they can improve and prosper better, why can't I do it on a larger scale?

Enter a fiasco that cost GH&C the Carrier line. A lot of things happened because of that change. Dick left GH&C and started working with the new factory owned Carrier distributor CPD (Comfort Products Distributing).

About a year after he started with CPD he left and went to work for the Carrier training department doing the type of training, through the distributors, for the dealers, that he had been doing in his own territory. It was a match. Now Dick could spend all his time refining his skills in an area he knew well.

After a couple of years of holding financial and sales training meetings for the various distributor's dealers, Dick left Carrier and started out on his own.

This was the birth of Lodestar Consulting. This is what separated Dick from the crowd. Now he didn't have to bend to anyone's whims or directives. If he knew a new idea was right, and a change was needed, it was implemented. He would live or fail with his own initiative.

HE HAS BEEN RECEIVED WELL. Dick's vigilance in the sales arena, particularly the HVAC market, has kept him abreast of the ever changing demands that the new and younger crop of customers want. He understands that a customer will keep looking until he finds what he wants. The dealers better be ready to deliver if they want to prosper.

Dick is unique as I said earlier. His hobby is Astronomy. He has even written a book on the subject which I don't think I would understand. He is the President of his local Astronomy Club in Phoenix, AZ. He moved there over two years ago so he and his wife, Loretta, could be closer to family. Since Dick flies to most all his engagements, he can live almost anywhere, so living in the Phoenix area where the sky is clear and beautiful almost all the time was a natural move.

I know Dick still calls me his mentor so I will take what credit is due. However, it is I that will now, and forever, be in his debt for all that I learned from him. I couldn't ask to have a greater friend and confidant. He is a great Christian friend and I value his friendship. Maybe more then he knows.

Bob Coe  
Retired Territory Manager  
Kansas City, Missouri

PS: THIS BOOK IS A MUST FOR ANYONE IN THE HVAC INDUSTRY



## Chapter 1: What Is Your Job?

Territory manager!

The title can seem a little overpowering sometimes.

So just what is a “territory manager” (TM) ?

*A territory manager is a person whose job is to work with the contractor accounts that have been assigned to him or her in such a way that he or she makes a profit off the work done in the territory they are assigned to cover.*

That’s the “book definition.” But I would like to extend that definition a little. **Think of your territory as if it were your own private business.** Imagine that *you* have made the investment to create and build this business, and now you are responsible *to yourself* to operate that business in such a way that it returns a strong profit for *you*.

Granted, you work for someone else. Someone else’s signature endorses the front of your paycheck, not your own. But if you will think of your territory as your own business to run profitably, you will go a long way toward being a Tier One Territory Manager, the top echelon of a four-tier pyramid! (We’ll talk more about the tiers later.)

### **Why a “Field Guide”**

Perhaps when you were younger you participated in a Boy Scout or Girl Scout troop, 4H, or some other youth activity. Most of these groups publish “field guides,” booklets on the philosophy of the group and helpful tips on how to gain new skills, like hiking, camping, fishing, canoeing and so forth. Browsing the shelves at a full-line book retailer can lead to the discovery of hundreds of field guides in virtually every form of human activity there is! There are

field guides for bird watchers, wild flowers, planets and stars, deciduous trees, reptiles, stamps, Corvettes—and the list goes on and on.

The idea behind calling this book a field guide is in keeping with the idea behind field guides. In this book, I will be sharing with you some of the philosophy of being a Tier One Territory Manager as well as giving you helpful tips and ideas on how to become a Master of the art.

But I do promise this—there will be no knots to learn to tie, or merit badges to earn. Your merit badges will be in the form of your commission check stubs!

### **Why Should You Listen To Me?**

More than likely, you have no idea who I am. Yet here I am stating that I am going to share with you valuable tips and insights that can make you a Tier One Territory Manager. Can you trust me?

For most of my adult life, I have been in the HVAC industry. I graduated from college in 1973 with a degree in Mathematics Education with a minor in Physics. I taught high school for three years and then went to work for an electric utility as a district sales supervisor. At the time, I knew nothing about sales, but then again, when you work for a monopoly, how difficult is it to sell?

Actually, I had stiff competition. My job was to promote clean, efficient electric heat to people who were building new homes or remodeling existing ones in my territory. In our market, that meant heat pumps. At the time, natural gas was almost as cheap as dirt, so it was difficult to convince people to go with a heat pump when they could install a gas furnace and an air conditioner for much less money and have lower operating costs too! Of course, in the rural areas, where the alternative was costlier propane, the battle was much easier to win.

In that line of work, I met hundreds of HVAC contractors and got to know several of them quite well. After all, if you are going to refer a homeowner to a contractor for their new home, you don't want some idiot botching the job. So I carefully cultivated relationships with about two dozen of the area's best contractors.

One year, one of those contractors offered me a job. He wanted me to spearhead a new replacement sales division and get the service department into good shape to support it. (At that time, he was almost 100% new construction. This was the late 1970s, a time when interest rates

were in the double digits and home building almost ground to a complete halt. This contractor saw wisely that to survive, he needed to move more and more into the replacement market, but to be successful there, he'd have to have a strong and profitable service department.) I thought about it for a few days and agreed to go work for him.

### **Rocky Start**

And *that's* when my real sales "education" began. I sold practically nothing for my first three months! I would go out to the customers' homes and do my measurements and examination of existing equipment and try to determine their needs, and then give them a price, and almost always they'd use someone else. And it did not seem to matter where my price was—I lost jobs when I was the low clown on the totem pole and I lost them when I was the highest. I did not see a pattern tied to price.

So I figured that selling must involve things besides price and determined to start to learn this new craft.

### **Selling is a Skill You Can Learn**

I went to the library and got a book on selling. (I don't even remember now who wrote it or its title.) I began to read and take notes, and started to put into practice what I was reading. Gradually, things began to improve.

Then I got a book by Zig Ziglar and found myself having a jump start to my sales development. Looking back on those years now, I must admit that many of the things I did from Zig's book I no longer do as I think there are now better ways to do some of the things he writes about, but 90% or more of what Zig says is still relevant and useful and you could probably help your own growth as a sales professional by reading some of Zig's books.

Eventually, I learned how to *differentiate* myself and my company on sales calls, and

### **Sales People are NOT Born**

Look at the obituaries in most papers in any given week and you'll see where some person who died was a sales executive for some company when he or she was alive, or they sold insurance, or managed a sales force, and so on.

Now, look at the birth announcements in that same paper and note that Mr. and Mrs. John Doe are the proud parents of a new 7 pound 5 ounce baby boy or girl.

I have yet to read a birth announcement that said "Mr. and Mrs. John Doe are proud to announce the birth of a 7 pound 5 ounce salesman!"

Sales is a learned skill, not one we are born with. No doubt some people have a better intuitive sense for the subtle behaviors and statements that lead to powerful sales, but anyone who wants to can learn how to sell better, if they are willing to admit they don't know it all and then apply what they learn, adapting it to their own personality as they go.

then things began to really improve. I learned, for instance, that I really did not have a snowball's chance in the Netherworld if the customer was a price driven person.

### ***The Shape of the Market***

Modern market research reveals a basic fact that every HVAC contractor needs to know. Depending on which source you read, you'll find that *about 24% of the market is driven by price*—they only want the cheapest price for the thing they want to acquire. Quality is not that important so far as the product is reasonably good and you can get it for them at the price they are willing to pay.

*Another 17% or so of the market is not price driven, but rather value driven.* These are the folks who will pay more money—sometimes a *lot* more money—to acquire a thing if they think the quality is there to back up the price differential. With these folks, I would not say that price is not an issue (because price is *always* an issue)—it is just not *the* issue.

*The balance of the market—roughly 59%—can go either way.* And this is where the research gets juicy: they tend to end up in the part of the market the sales person *comes from*. In other words, if the sales person works for a price oriented contractor, he or she will more than likely make a sales presentation based on price. If the customer buys from this sales person, they are actually buying on the basis of price. But if the sales person comes from a quality-driven contractor, the customer will probably end up buying on the basis of quality with price being farther down the list of concerns.

In practical terms for me working at that dealership, this fact opened up a whole new world to me. Our dealership handled two lines at that time—the two largest lines in the United States, Carrier and General Electric (which was sold to Trane in the 1980s). Neither brand at that time was cheap, and to add to my misery as a sales person, we were a union shop. So our labor costs were about 30 to 40% above the norm versus non-union shops. So here I was trying to sell some of the most expensive products in America with some of the most expensive help.

Right away, I realized I could never win with the 24% price driven segment. And since, by odds, one call in four would be a “pricer,” I could waste a lot of time and effort chasing work I would never be able to get.

Conversely, I also realized that 76% of the market was **not price driven**. So I had a larger field to play in than I realized... if I could just determine where the boundaries were.

And that lead me to create a qualifying script.

### **Qualifying Prospective Customers**

I am not a big fan of memorizing and reciting scripts on sales calls as that can start to sound mechanical, and most people see right through it anyway. (And let's not even start to talk about the ubiquitous "robo-callers"!)

But scripts can and do work well on the telephone if they are done without using a "reading voice." So I wrote and started using the following script to screen out those people that I probably would not be able to sell to anyway.

"I am so glad you called our company today for a new unit quote. I would love to work with you, but before I do, there are a few things I want to tell you about and then a very important question I want to ask you. Is that okay with you?"

[Customers always said "Yes" at this point.]

"Great! When Bill<sup>1</sup> started this company nineteen years ago, he had to make a tough decision. He had to decide whether to offer his customers the best products and services money could buy and install and service those products with highly-trained and skilled people, or he could cut corners and offer his customers a cut-rate job. But Bill decided then, as he still insists today, that quality is the most important thing he can offer. And all of our customers are glad he did. So we handle America's two best—and frankly, most expensive—lines and we use highly trained and skilled Union labor to install them. Our labor costs are well above those of non-union shops in our area. As you probably know, quality is not 'cheap' but it costs less in the long haul than junk.

For that reason, I will tell you up front and without apology that I am going to be high priced. In fact, I may be the highest price you receive from those you call. But I know that once the job is installed, you'll be happy with it for years to come, whereas if I cut corners somewhere, eventually it would come back to bite me, and you.

Now for the question I want to ask you. I realize that there are times when price really is an important issue—in fact, the most important issue on the table at the time. For example, you have just learned that you are going to be transferred on your job and so you'll be selling your house soon, and you figure you won't be able to get out of the sale the money you'd put into a top-notch system. Or some unexpected expense has arisen and you need cash to take care of that issue. Now knowing that I am going to be high, let me ask you this key question: Is your primary concern at this time the price of the job, or are you willing to carefully weigh higher quality against the difference in price?"

---

1 Not his real name.

*[I wait for the customer to answer. About 25 percent of the time, they would reply that price was their greatest concern. If they did, I would then say this: “You know, Mrs. \_\_\_\_\_, I appreciate your candor. And you have saved us both some time, because frankly I cannot help you. I cannot offer you the lines that I carry and install them for the kind of price you think will be fair. If I were to meet your price, I’d have to cut something out of the job, and that is not okay by me, and it would not sit well with you either, would it? So let me suggest you contact John Doe of Doe Heating at 555-7878. John offers jobs at the kind of price level you may be seeking, and he can better help you than me at this time. I do appreciate your call, and if you decide later on to change your mind, I’d be glad to visit with you.”*

*At this point you could hear a pin drop. By the way, about a third of those who would call John Doe would call back in a day or two and say something like, “I talked to John Doe, and you’re right. He offered us a very good price. But there was just something about him that did not sit well with us. Would you still come out to see us and help us out?” Would you believe that I got about three out of four of those second-time calls?]*

*If the customer said that price was not the driver, I’d set an appointment, and then had only to do one thing—quote a high price during the sales call. In fact, if I am not high (or the highest), they may be disappointed in me.*

Yet I got about two out of three of the calls I went out on, and I was, on average, about \$700 higher than my competitors. That’s roughly \$2,500 in today’s dollars.

### **The Grass is Brown on Both Sides of the Fence**

It’s funny, but while working for the electric utility I saw Bill as a resource I could recommend to customers. When we met together, I always saw his good side. But working with Bill day to day let me begin to see how he handled stress and strains, and it was not a pretty picture.

After a little over a year at that business, I decided to leave.

Through a sequence of events that is incredible (and not worth going into detail here), I landed a service technician support/trainer job at the distributor who sold us our Carrier equipment.

I soon became the technical school leader as neither of the other two technical engineers had any educational background. With their help, we put together a strong curriculum of basic

service skills classes, advanced courses, improved an eight-station fully rigged training lab with bugged units to practice on, upgraded our training center's media capabilities, and so on. In 1983, I began doing some of the sales and business training for our contractors and territory managers too.

Apparently I made an impression on the right people because in early 1984 I was offered the opportunity to move to one of our outlying locations and open a sales branch.

For the next six years, I was either first or second in gross margin dollar generation month by month among about twenty-four sales reps. And this with the smallest territory in our company (in terms of population and disposable dollars).

I learned early on—and believe to this day—that *by providing the value-added services and advice most young and growing contractors desire, a Tier One Territory Manager can leverage knowledge and experience for margin dollars and live well even when the territory is small.* This field guide will share with you many of the things I learned then as a territory manager, plus things I have learned in the years since from other Tier One Territory Managers in the United States.

### **Fast Forward**

In 1990, I went to work for one of the largest manufacturers of air conditioning equipment in the world.

I worked for that company until February 2003, when I started my own company, Lodestar Consulting Systems, Inc. During my time with that manufacturer, I was responsible for dealer training of a non-technical flavor, producing workshops on management, financial analysis, job pricing, labor control, and sales, among other themes. I also headed up a consulting team that at one time had four consultants who could make calls on individual dealers to help them grow their businesses. And I started working at the next level up, consulting with some of that manufacturer's distributors, helping them improve their performance in their markets too.

My company's name is derived from three interrelated facts. First, Lodestar is an old name for the North Star (Polaris). Being an avid amateur astronomer, I always dreamed of a company name with an astronomical twist to it, and Lodestar seemed perfect. (You see, in the days before Global Positioning Satellites, or GPS, people would navigate ships at sea by using the stars; in particular, Polaris was of vital importance. So the idea is that even as a navigator can use Polaris to plot a safe course for the ship, so Lodestar can help a business plot a safe course

for growth and development.)

The Consulting part of the name tells what the company does. I consult. (As I explain to clients in workshops, “Those who can, DO. Those who can’t, TEACH. And those who can’t do or teach CONSULT.”) In particular, I draw upon my extensive experience in this industry to help my clients become more efficient and prolific at making money. I am one of the few people I know of in this business who has been on all three sides of the fence—contractor, distributor, and factory. I can speak the language of all three lands!

And Systems belies that fact that I use a systematic approach to consulting. I often rely on process maps I have developed over the years to help me unravel a client’s issues and prepare a blueprint for success.

So now, you be the judge. Based on what you’ve read so far, either I am qualified to teach you some new things that can help you grow and become a more effective Tier One Territory Manager, or I’m a nut and you can throw this book away right now.

But no refunds.

### ***The Physics and Biology of Being a Tier One Territory Manager***

In my college days, I majored in Mathematics and minored in Physics. I love Physics to this day (I usually capitalize it out of reverence!). To me, there is an elegance to Physics that perfectly marries the abstract power of Mathematics to the daily realities of our world (even if those realities are not always intuitively obvious, like in Relativity or Quantum Mechanics).

Physics has a hardness to it, a certain well-defined cause-and-effect chain that enables us to build predictable models and testable theories.

For instance, if you put a golf ball on a tee and hit it with a 3-wood, the ball will leave the tee at a velocity and angle that can be precisely calculated based on the speed of impact with the club, the club’s face angle, and the power behind the swing. One can then calculate with high precision where the ball will land after allowing for wind, temperature, humidity, and other factors. Now in everyday life, no golfer I know of—not even Tiger Woods—does these calculations. They “do” them in their muscles, which have been trained by hitting a ball off the tee with a 3-wood tens of thousands of times. But the point is that Physics allows us to predict

cause-and-effect chains with great precision if we have the patience and skill to do the math (within the confines of Heisenberg's Uncertainty Principle).

Likewise, there are certain skills a Tier One Territory Manager must possess that are "hard" like Physics, things that are fairly well established in a cause-and-effect chain. So in this book, *the first section will be on the Physics of being a Tier One Territory Manager.*

But the world of Biology is entirely different. If I hit a golf ball with a 3-wood, I can predict with a fairly good degree of accuracy what will happen. But what if I hit a passerby on the shin with that 3-wood shot? What will he or she do?

There is no way to predict! Oh, to be sure, they will have some sort of hostile reaction. They will probably yell, "Ouch!" or something stronger. They may grab their shin and massage it. But beyond that, what might they do? Run? Find a policeman and report me? Take a pistol out of their purse and put three slugs into my chest? Claw my eyes out?

I cannot predict.

*So the second section of this book is devoted to the Biology of being a Tier One Territory Manager.* Here we'll talk about those "softer" skills where the cause-and-effect chain is not so obvious, or where there are no clear-cut or hard-and-fast answers to the questions.

### **What's Your Tier?**

To see what tier you may be in as a Territory Manager, use the CD that came with this book and open the "Tier Assessment" Excel file. Answer the questions as honestly and as accurately as you can.

What's your tier? If it is Tier One, you really don't need this book. You could have written it.

But if it is Tier Two or lower, this book can do you some good. Read on, if you have the drive!

### **Chapter Construction**

In closing this chapter, let me share with you what you can expect of this book in terms of format. Each chapter will be written like this one, with a chapter title, and major sections set off by blank space and heavy boldfaced and underlined italicized headers (like “Chapter Construction”).

From time to time, I will include interesting information that helps illustrate the text material. This will be enclosed inside a light gray side-bar box, like the one on page 3.

Finally, each chapter will end with a set of Questions. If you are reading this book on your own, you may wish to do them to check your understanding of the material. If you are working through this book with other territory managers under the leadership of your Sales Manager, they may become homework assignments from the Sales Manager. The answers to the exercises are available in a sales manager’s CD-ROM that can be purchased separately.

### ***Recommended Reading List***

*As A Man Thinketh*, James Allen. Brief classic by a nineteenth century English essayist. Excellent treatise on how your self-talk translates into what you are on the outside.

*At America’s Service*, Karl Albrecht. What great service leaders do to earn their market positions. Good lessons for the Tier One Territory Manager here!

*Innovation and Entrepreneurship*, Peter Drucker. Rather heavy work but a classic on cultivating the small-business mind-set.

*Leadership is an Art*, Max Dupree. Included in this chapter because, if you think about it, a Tier One Territory Manager is actually nothing more than a Leader of Leaders.

*Moments of Truth*, Jan Carlzon. How one airline’s visionary strategies for customer service made it a leader in its category.

*Secrets of Closing the Sale*, Zig Ziglar. Classic book with about 100 “closing scripts.” Whereas I don’t advise a scripted approach, the book is excellent material to help you grasp the subtle psychology of bringing a sale to conclusion.

*See You At the Top*, Zig Ziglar. Classic book on how your success as a sales person must flow from what is in your character. Excellent reading material!

*The Soul of the Firm*, C. William Pollard. How a servant mentality in business is not only good philosophy; it is also a great way to build sales!

*Steps to the Top*, Zig Ziglar. Sequel to *See You At the Top*, with more examples and thought-provoking ideas.

*Total Customer Service*, William H. Davidow and Bro Uttal. A six-point plan to gain sales through service strategies.

**Review Questions for Chapter 1**

1. A territory manager is

- A) responsible for developing an assigned customer list or building business in a defined geographic area
- B) responsible to make a profit for his or her employer
- C) the owner and operator of a “private” business
- D) all of the above

Answer: \_\_\_\_\_

2. A field guide

- A) guides you through fields when you're on a hike
- B) is a book of folk lore about the customs of a given area
- C) contains practical information on how to accomplish certain tasks
- D) is a book used by guides on wilderness adventures

Answer: \_\_\_\_\_

3. In the context of this manual, Physics refers to

- A) “hard” skills that are basically cognitive in nature and tend to produce predictable results when applied
- B) working a territory with the least amount of energy
- C) getting more done with less effort
- D) making money through brainpower, not brawn power

Answer: \_\_\_\_\_

4. In the context of this manual, Biology refers to
- A) the maggot nature of some contractors
  - B) how contractors evolve over time, like life on earth
  - C) “soft” skills that, though vital, are not always easy to predict an outcome when used
  - E) the complex nature of being a Tier One Territory Manager

Answer: \_\_\_\_\_

6. Complete the pie chart below to show how the market in general is comprised (price-driven, value-driven, either way). Label each slice.

