

### **Send Him with Todd!**

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#### **Synopsis**

Grey is a relatively new zone sales manager in the Colorado Springs sales branch of a mainframe computer company. His boss is branch manager Clint, who is very frustrated with Grey's view of his job responsibilities and his ineffectiveness. The case opens with Clint recommending that Grey send the non-performing sales trainee, Sam, on a three-day sales trip with highly-successful but fairly new salesman Todd. The purpose was to enculturate Sam into the work ethic of the Colorado Springs branch. As their conversation unfolds, Clint realizes that the person that needs the enculturation trip more is Grey.

#### **Learning Outcomes**

The outcomes of this case are:

1. Identify sales motivational theories that are applicable to field sales personnel particularly those that Grey and Clint are referencing.
2. Explain the role and types of training in sales force management, emphasizing the type of sales force training that Clint prefers Grey conduct.
3. Analyze whether good sales people automatically make good sales managers.
4. Analyze the impact of social style of interactions in a sales organization.
5. (Optional) Analyze the differences in the effectiveness of the two sales time/territory management techniques explained in the case.

#### **Application**

This is a descriptive case that could be used in an undergraduate salesmanship or sales management course especially in discussions of motivation, training, promoting to management, or social styles conflict issues. Learning outcomes, student questions, and instructor support allow an instructor to use the case to discuss time management or territory allocation. The case would also be valuable in an undergraduate organizational behavior course or principles of management course when discussing motivation, leadership, or social styles.

#### **Key Words**

Computer sales, sales techniques, work ethic, subordinate/superior relationships

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