

## Are you managing or doing? answers

	<b>Managing Or Doing</b>	Comments
1. Calling on an account with one of your salespeople to show a customer that company management are interested in their account.	<b>Doing</b>	This may be necessary but it is selling. The direct purpose of the call is not to get results through others.
2. Making a sales presentation to a prospective customer in order to show one of your sales people how to do it.	<b>Managing</b>	This is training
3. Making an independent call on a senior manager of a large account in order to cement customer relationships and promote business.	<b>Doing</b>	This is selling
4. Explaining how to solve a work problem which one of your people has just brought to you.	<b>Managing</b>	This is supervising, assuming the manager does not have his people come to him for routine solutions to reoccurring problems which they are capable of handling. It would be counselling if more formal personal discussion were needed.
5. Filling out a form to recommend a salary increase for a member of your team.	<b>Doing</b>	The actual filling out of the forms is clerical. Instructing your secretary how to do it would be a management activity in that it would be delegating.
6. Interviewing a prospective salesperson referred to you by an employment agency.	<b>Doing</b>	This may be an essential activity but the manager is actually performing a personnel function in the same way that he is selling when he calls on an account. When he is interviewing he is not actually getting results through others. Deciding to hire someone after all the recruitment and selection has been done however, would be considered a managing activity.

7. Asking one of your sales people what he thinks about selling ideas you have had.	<b>Managing</b>	This is communicating, probably in order to to develop a selling programme. It could also be a form of motivation.
8, Planning and deciding on objectives for future sales volume by account.	<b>Doing</b>	The manager is developing objectives – which is a managing activity – but he not delegating. He is developing objectives by account, which his salespeople should be best qualified to do themselves. If he were to review the sales objectives of one of his salespeople then he would be managing.
9. Deciding what the cost budget request should be for your sales office.	<b>Managing</b>	This is planning. Compiling the budget in the proper form would be clerical.
10. Reviewing monthly sales reports to determine progress towards specific sales objectives.	<b>Managing</b>	This is measuring and evaluating.
11. Deciding whether to recommend adding an additional staff member in a new position.	<b>Managing</b>	This is developing the organization structure.
12. Designing an improved layout for the office.	<b>Doing</b>	This is a methods engineering function. Deciding to implement an improved office layout would be a managing activity.
13. Asking your salespeople to establish tentative six month objectives for the number of personal sales calls to be on target accounts.	<b>Managing</b>	This is developing objectives as well as standards of performance.
14. Transferring an account from a Salesperson A to Salesperson B because Salesperson A did not devote the necessary effort to develop the account.	<b>Managing</b>	This is taking corrective control action.
15. Planning the extent to which your salespeople should use staff services during the next year to accomplish overall sales objectives.	<b>Managing</b>	This is developing a programme of marketing strategies to achieve group results.

**How did you do? What actions do you need to take? What do you want ?**