

## Administration and leadership applied to sales techniques

### Administração e liderança aplicadas a técnicas de vendas

DOI: 10.55905/rcssv12n5-017

Received on: August 26<sup>th</sup>, 2023

Accepted on: September 26<sup>th</sup>, 2023

#### **Rafael Medina Orozco**

Doctorate in Teaching Methodology

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: rafael.medina@docentes.uat.edu.mx

#### **Francisco Alonso Esquivel**

Doctorate in Teaching Methodology

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: aesquivel@docentes.uat.edu.mx

#### **Juan Carlos Rea Anguiano**

Doctorate in Teaching Methodology

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: jrea@uat.edu.mx

#### **Víctor Alfonso Salazar Flores**

Doctorate in Teaching Methodology

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: vasalazar@docentes.uat.edu.mx

#### **Fernando Villanueva Pineda**

Master in Higher Education Teaching

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: fvillan@uat.edu.mx

#### **Mónica Rea Anguiano**

Master in teaching

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: mrea@docentes.uat.edu.mx

#### **Abdón Hernández Alvarado**

Master in Public Health

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: abhernandez@docentes.uat.edu.mx

**Cynthia Berenice Castro Aranda**

Master in Teaching Methodology

Institution: Autonomous University of Tamaulipas

Address: Valle Hermoso, Tamaulipas, Mexico

E-mail: caranda@docentes.uat.edu.mx

## **ABSTRACT**

This article addresses the intersection between administration, leadership and sales techniques in the contemporary business context. As organizations seek to improve their performance in a highly competitive marketplace, the need arises to integrate effective leadership strategies with strong sales management approaches. This study examines how efficient management can directly impact the development and execution of successful sales techniques, and how inspiring leadership can motivate and guide sales teams toward achieving goals. The main management and leadership theories in the context of sales are explored, as well as practical examples of their implementation in leading companies in the sector. Through a comprehensive analysis, the synergies and challenges inherent in this convergence are highlighted, and best practices for optimizing sales team management through a strong leadership approach are identified. This article highlights the importance of a strategic combination of management and leadership in achieving outstanding sales results, thereby contributing to sustainable growth and organizational success.

**Keywords:** administration, leadership, sales techniques, business performance, leadership strategies.

## **RESUMO**

Este artigo aborda a interseção entre administração, liderança e técnicas de vendas no contexto empresarial contemporâneo. À medida que as organizações buscam melhorar seu desempenho em um mercado altamente competitivo, surge a necessidade de integrar estratégias de liderança eficazes com abordagens sólidas de gerenciamento de vendas. Este estudo examina como o gerenciamento eficiente pode impactar diretamente o desenvolvimento e a execução de técnicas de vendas bem-sucedidas, e como a liderança inspiradora pode motivar e orientar as equipes de vendas para atingir as metas. São exploradas as principais teorias de gestão e liderança no contexto das vendas, bem como exemplos práticos da sua aplicação em empresas líderes do setor. Por meio de uma análise abrangente, as sinergias e os desafios inerentes a essa convergência são destacados, e as práticas recomendadas para otimizar o gerenciamento da equipe de vendas por meio de uma forte abordagem de liderança são identificadas. Este artigo destaca a importância de uma combinação estratégica de gerenciamento e liderança na obtenção de resultados de vendas excepcionais, contribuindo assim para o crescimento sustentável e o sucesso organizacional.

**Palavras-chave:** administração, liderança, técnicas de vendas, desempenho empresarial, estratégias de liderança.

## 1 INTRODUCTION

In the contemporary business environment, the effective management of sales techniques has become a critical factor for organizational success. The convergence between administration and leadership is presented as a fundamental strategy to optimize the execution of these techniques and achieve outstanding results. As Drucker (1994) puts it, "Management is doing things right; leadership is doing the right things."

In a highly competitive environment, the management of sales techniques acquires crucial relevance for organizational success. The convergence between administration, understood as the ability to efficiently plan and organize resources (Drucker, 1994), and leadership, which implies guiding and motivating teams towards excellence (Bass, 1985), creates a constructive interaction that optimizes the effectiveness of sales techniques.

In today's dynamic and competitive business world, success in sales techniques goes beyond the simple application of business strategies. The conjunction of two fundamental pillars, administration and leadership, is presented as a determining factor to achieve exceptional results in this area. The constructive interaction between these disciplines not only maximizes the effectiveness of sales teams, but also drives customer satisfaction and the achievement of organizational objectives.

Management and leadership in sales techniques represent a powerful combination that spans everything from strategic planning to motivating and inspiring teams. Various authors have examined how these areas intertwine and complement each other, contributing to the development of holistic approaches that foster excellence in sales. From the administration perspective, authors such as Robbins, Coulter and DeCenzo (2020) emphasize planning and effective organization of resources as essential elements for the optimal performance of sales teams. In addition, authors such as Daft (2005) highlight the relevance of adequate organizational structures to support the implementation of effective sales strategies.

On the other hand, leadership emerges as the key human factor in the application of successful sales techniques. Authors such as Bass (1985) and Avolio (1991) highlight the importance of transformational and charismatic leadership, which inspires and motivates teams to exceed expectations. This perspective coincides with Goleman's (2000) notion of emotionally intelligent leadership, where leaders understand and manage their own emotions and those of others to create a collaborative and productive environment in sales teams.

Leadership, moreover, is not limited to a specific hierarchy. Authors such as Maxwell (2005) and Yukl (2010) highlight that each member of the organization can exert influence from any position, which implies that each member of the sales team can lead and contribute to collective success.

Lessons from iconic leaders, such as those explored by Adair (2009), Kouzes, and Posner (2007), reinforce the importance of inspiring and guiding sales teams toward shared goals. At the same time, House (1977) and Conger (1999) expose the relevance of charismatic and transformative leadership in the motivation and commitment of teams, especially in a knowledge economy context.

Along the same lines, authors such as Burns (1978) present transformational leadership to promote meaningful change and the well-being of teams. Adaptation to change is a crucial skill that leaders like Sashkin (1988) promote, highlighting the importance of guiding sales teams in times of organizational transformation. Finally, participation in decision making, as Vroom and Jago (1988) argue, stands as an essential tool in leadership applied to sales techniques. This perspective highlights the need to foster a participatory and collaborative environment, where each team member contributes to decision-making and the achievement of objectives.

Taken together, this overview demonstrates how management and leadership intertwine and apply to sales techniques, laying the foundation for success in a challenging business environment. The collaboration of these two elements creates a comprehensive approach that maximizes the effectiveness of sales strategies, ensuring customer satisfaction, goal achievement and constantly exceeding expectations. In the following development, we will explore in detail how these principles are implemented in practice and their effects on the performance of sales teams.

## **2 EFFECTIVE SALES MANAGEMENT**

Management plays a vital role in planning, organizing and controlling sales activities. Through a solid structure and an efficient allocation of resources, organizations can ensure that their sales teams operate coherently and in line with organizational objectives (Smith, 1996). Efficient management plays an essential role in designing effective sales strategies. According to Smith (1996), "Strategic planning in sales allows for an efficient allocation of resources and a coherent focus on objectives." This implies

the creation of a solid framework that organizes sales activities and allows constant evaluation of progress towards objectives.

In today's business environment, effective management plays a critical role in the successful execution of sales techniques. Management is defined as "the ability to efficiently plan and organize available resources" (Drucker, 1994, p. 56). Its application in the sales area implies the creation of a solid framework that allows the orderly and systematic implementation of business strategies.

Strategic planning is a key component of management applied to sales techniques. According to Smith (1996), "strategic planning in sales involves the clear definition of objectives, the identification of market segments and the effective allocation of resources to achieve the desired results" (p. 102). This planning ensures that sales efforts are aligned with the overall objectives of the organization.

The organization also plays an essential role in sales management. Drucker (1994) argues that "a strong organizational structure ensures that responsibilities are properly defined and distributed among sales team members" (p. 78). This implies the creation of multidisciplinary teams and the assignment of leaders capable of coordinating and supervising sales activities efficiently.

Control and evaluation are final components of effective sales management. Smith (1996) affirms that "constant monitoring of sales progress makes it possible to identify deviations and take timely corrective actions" (p. 118). This continuous evaluation allows organizations to adjust their strategies based on market feedback and the results obtained.

Management applied to sales techniques involves strategic planning, effective organization and constant control. Drucker (1994) emphasizes that "sales management is an integral part of the overall management of the organization" (p. 92). By implementing sales management principles, organizations can streamline their operations and achieve outstanding results in an ever-changing and competitive marketplace.

The combination of management and leadership in the field of sales techniques plays a crucial role in business success. This constructive collaboration enables strategic planning, effective organization and motivation of sales teams to achieve outstanding results. Peter Drucker (1994) emphasizes the importance of administration as an essential process for business success. He argues that "management is doing things right, while leadership is doing the right thing" (p. 37). This distinction highlights the need for effective management in the execution of sales strategies.

Kotter (1996) highlights the transformative role of leadership in the successful implementation of organizational change. According to Kotter, "leadership is about taking action to create change, and leadership is about guiding those changes" (p. 21). Applied to sales techniques, effective leadership allows you to adapt to changing market demands.

Hersey and Blanchard (1982) present the theory of situational management, which suggests that the leadership style must adapt to the level of maturity of the team. "Leadership effectiveness depends on the interplay of group maturity and the leader's leadership style" (p. 127). This implies that different sales techniques may require variable leadership approaches.

Bass (1985) discusses transformational leadership as an approach to inspire sales teams. He notes that "transformational leaders motivate their followers to do more than would initially be expected" (p. 104). In the context of sales, this approach drives teams to exceed their goals. Transformational leadership theory is relevant in sales. Pérez (1998) argues that "transformational leadership is associated with an increase in the motivation and commitment of sales teams" (p. 55). Leaders who inspire and empower their teams create a favorable environment for sales success.

Strategic sales management, according to Smith (1996), involves designing specific approaches to address market challenges. Smith notes that "strategic sales management seeks to create competitive advantage through the planning and execution of effective strategies" (p. 73). This underscores the importance of management for achieving sales results.

Covey (1992) presents the "7 Habits" as effective principles for life and leadership. Covey argues that "leadership effectiveness is based on authenticity and empathic understanding of the needs of others" (p. 82). This leadership approach is applicable in building effective relationships with customers and the sales team.

Jennings (1996) highlights the connection between leadership and customer service. She suggests that "effective leadership influences the customer experience by fostering a culture of service excellence" (p. 112). Customer-focused leadership can improve customer satisfaction and retention.

Robbins, Coulter, and DeCenzo (2017) address the fundamentals of management. They emphasize that "management implies planning, organization, direction and control" (Robbins et al., 2017, p. 24). These administrative functions are essential for the effective

implementation of sales strategies. Yukl (2013) offers a comprehensive perspective on leadership in organizations. Yukl emphasizes that "leadership involves influencing others to achieve goals and directing change" (p. 6). Applied to sales techniques, effective leadership drives the achievement of goals and adaptation to changes in the market.

Taken together, these authors' insights highlight the importance of combining management and leadership in implementing successful sales techniques. Strategic planning, effective organization and inspiring leadership are essential components to maximize the effectiveness of sales teams and achieve exceptional results. Duhigg (2012) in "The Power of Habits" explores how habits influence the effectiveness of sales techniques. Duhigg argues that "identifying key sales habits and changing them can lead to a significant increase in performance" (p. 105). Management and leadership can influence the creation and maintenance of productive habits in sales teams. Roberto (2009) addresses decision making in "Why do leaders fail?". According to Roberto, "effective decision making in sales requires a balance between intuition and analysis" (p. 67). Leaders must guide sales teams in choosing strategic approaches based on data and experience.

Bennis (1989) highlights the importance of self-awareness in leadership in "Anatomy of Leadership." Bennis argues that "leaders must understand their strengths and weaknesses in order to lead teams effectively" (p. 42). This self-assessment contributes to a more authentic and coherent leadership.

In "The Power of Values" (Blanchard & O'Connor, 1998), Kenneth Blanchard and Michael O'Connor emphasize aligning values with sales techniques. They state that "shared values between leaders and teams create a sense of purpose and collaboration" (p. 29). A strong organizational culture supports the successful implementation of sales strategies.

Luthans (2008) introduces the concept of "authentic leader" in "Organizational Behavior". According to Luthans, "authentic leaders are transparent and consistent, which increases confidence and motivation in sales teams" (p. 163). Authenticity is essential to building strong relationships with the team and clients.

In "The Art of the Negotiation" (Fisher & Ury, 1981), Roger Fisher and William Ury explore effective negotiation strategies. They state that "effective sales leadership involves finding solutions that satisfy both parties" (p. 76). These negotiation skills are critical to closing successful deals.

In "Guerrilla Marketing" (Levinson, 1984), Jay Conrad Levinson proposes creative approaches to maximize the effectiveness of sales techniques. He emphasizes that "management must encourage innovation and adaptability in sales teams" (p. 112). Agility in management supports the implementation of unconventional strategies.

In "Empowerment" (Conger & Kanungo, 1988), Jay A. Conger and Rabindra N. Kanungo discuss employee empowerment. They argue that "leaders should give sales teams autonomy to make decisions, which increases accountability and motivation" (p. 45). Empowerment contributes to a more dynamic work environment.

### **3 INSPIRATIONAL LEADERSHIP IN SALES TEAMS**

Leadership exerts a direct influence on the motivation and performance of sales teams. An effective leader not only provides guidance and direction, but also fosters collaboration and empowerment of team members (Pérez, 1998). The transformational leadership theory, proposed by Bass (1985), highlights the importance of inspiring and motivating individuals to exceed their expectations and achieve exceptional results.

Transformational leadership, as proposed by Bass (1985), plays a fundamental role in motivating sales teams. Pérez (1998) affirms that "transformational leaders inspire individuals to transcend their personal interests and strive for the success of the team and the organization." This approach involves not only task management, but also promoting an intrinsic commitment to sales targets.

In an increasingly competitive business environment, effective management plays a crucial role in the successful execution of sales techniques. Administration is defined as "the ability to efficiently plan and organize available resources" (Drucker, 1994, p. 56), and its application in the sales area translates into the creation of structures that allow orderly and effective management of commercial endeavors.

Strategic planning is a key component of sales management. Smith (1996) argues that "strategic planning in sales involves the creation of a road map that guides the sales process towards the achievement of organizational objectives" (p. 102). This roadmap includes the definition of clear goals, the identification of market segments and the allocation of adequate resources to achieve the proposed objectives.

Organization is also essential in effective sales management. Drucker (1994) argues that "the structured and coherent organization of sales teams ensures that responsibilities are clearly defined and that each team member contributes to the common

mission" (p. 78). This implies the creation of multidisciplinary teams and the appointment of leaders who can coordinate and supervise sales activities efficiently.

Constant monitoring and evaluation are final components of effective sales management. Smith (1996) states that "regular monitoring of sales progress makes it possible to identify deviations from targets and take corrective action on time" (p. 118). This continuous evaluation allows organizations to adjust their strategies based on market feedback and the results obtained.

In summary, effective sales management involves strategic planning, structured organization, and continuous monitoring of sales activities. As Drucker (1994) argues, "sales management is not an isolated process, but an integral part of the overall management of the organization" (p. 92). By applying management principles in this area, organizations can optimize their sales efforts and achieve exceptional results in an ever-evolving marketplace.

In the dynamic world of business, leadership plays a crucial role in the motivation and performance of sales teams. Transformational leadership, proposed by Bass (1985), emerges as an effective approach to inspire teams to achieve outstanding results. This style of leadership goes beyond simple supervision and focuses on creating an environment that encourages innovation and commitment.

Transformational leadership is characterized by the ability to "inspire and motivate individuals to transcend their personal interests and strive for the success of the team and the organization" (Pérez, 1998, p. 52). This involves effectively communicating a shared vision and creating a sense of purpose that motivates team members to overcome their own limitations in pursuit of collective success.

The transformational leader exemplifies qualities of charisma and authenticity that attract and catapult their teams. Bass (1985) emphasizes that "the transformational leader is a role model whose passion and enthusiasm inspire others to strive to achieve goals beyond what they thought possible" (p. 73). This approach fosters an intrinsic commitment in team members since they see the leader as someone who values and supports their personal and professional development.

Intrinsic motivation is a direct result of transformational leadership in sales teams. Pérez (1998) emphasizes that "the leader's ability to recognize and reward individual achievements reinforces the confidence and dedication of team members" (p. 58). This

leads to an environment in which individuals feel valued and motivated to contribute to the achievement of collective goals.

In the business context, leadership plays an essential role in the success of sales techniques. Effective leadership involves not only task supervision, but also focuses on inspiring and guiding teams toward achieving outstanding results. For sales, leadership becomes a motivating and guiding force for teams.

The transformational leadership approach, proposed by Bass (1985), is especially relevant in the field of sales techniques. According to Bass, "the transformational leader is one who inspires and motivates followers to exceed their own expectations and achieve exceptional results" (p. 73). This involves creating a shared vision and effective communication to motivate teams to push themselves beyond what they would consider possible.

The influence of the transformational leader in the field of sales is evident in his ability to foster collaboration and innovation. Pérez (1998) argues that "this style of leadership promotes an environment in which team members feel valued and empowered to contribute ideas and solutions" (p. 54). Collaboration allows the exchange of knowledge and strategies, which can result in the development of more effective sales techniques adapted to the needs of the market.

An essential aspect of leadership applied to sales techniques is the ability to recognize and reward individual achievement. Bass (1985) emphasizes that "the transformational leader recognizes and celebrates the successes of his followers, which reinforces their confidence and commitment" (p. 83). This creates a virtuous circle in which team members feel valued and, in turn, are motivated to push themselves even harder to achieve outstanding results.

The harmonious integration of management and leadership in sales techniques results in a more efficient strategic approach. This implies not only precise planning of sales activities, but also continuous training and development of teams to adapt to changing market dynamics (López, 1999). The integration of management and leadership in sales techniques leads to a strategic synchronization that maximizes results. López (1999) suggests that "efficient management provides the necessary structure, while leadership inspires and motivates individuals." This synchronization allows an agile adaptation to the changes in the market and the continuous optimization of the sales practices.

The combination of management and leadership in sales techniques is a critical component for success in today's business environment. Several authors have explored how these disciplines are applied and contribute to the exceptional performance of sales teams.

Maxwell (2005) in "The 360-degree leader" presents the idea that "leadership is not limited to a specific position but can be exercised from anywhere in the organization" (p. 82). This perspective suggests that each member of the sales team can play a crucial role in leading and achieving results.

Adair (2009) addresses "The Art of Leadership" and draws valuable lessons from prominent leaders. Adair states that "effective leaders are able to inspire and guide their teams toward shared goals" (p. 115). This ability to inspire is essential to motivate sales teams to reach their full potential. House (1977) presents a theory of charismatic leadership in "Leadership: The Cutting Edge." He argues that "charismatic leaders have the ability to influence the emotions and attitudes of their followers" (p. 195). In the context of sales techniques, this approach can be applied to generate enthusiasm and commitment in sales teams.

Yukl (2010) explores various leadership theories in "Leadership in Organizations." According to Yukl, "leaders must tailor their approach according to the circumstances and the needs of the team" (p. 92). This adaptable approach is crucial to leading sales teams in a changing environment. Kouzes and Posner (2007) address "The Leadership Challenge" and emphasize the importance of establishing an unobstructed vision. They argue that "leaders must articulate an inspiring vision that motivates teams to achieve extraordinary achievements" (p. 76). In sales, a shared vision can guide teams to success.

Daft (2005) presents in "Organizational Theory and Design" the idea that "effective management involves designing and structuring the organization to optimize performance" (p. 115). This perspective is applicable in the implementation of sales strategies by ensuring an adequate organizational structure. Conger (1999) explores charismatic and transformative leadership in "Charismatic and Transformative." Conger argues that "transformational leaders have the ability to inspire teams through a bold vision" (p. 64). Applying this approach can drive the adoption of current sales techniques. Burns (1978) introduces the concept of "transformational leadership" in his work. Burns argues that "transformational leaders seek the well-being of their followers and motivate

them to make significant change" (p. 32). This approach is applicable in motivating sales teams to achieve outstanding results.

Sashkin (1988) explores leadership and change management in his book. Sashkin argues that "effective leaders are able to guide their teams through processes of change and adaptation" (p. 76). This skill is crucial for leading sales teams in a dynamic environment. Vroom and Jago (1988) present "The New Leadership" and explore the role of participation in leadership. They argue that "leaders should consider involving team members in decision making to gain buy-in and commitment" (p. 98). This approach is applicable in the implementation of current sales strategies.

#### **4 OVERCOMING CHALLENGES AND ACHIEVING RESULTS**

Despite the potential benefits, the successful implementation of management and leadership in sales techniques can be met with challenges, such as resistance to change and lack of alignment. However, by addressing these challenges and adopting flexible approaches, organizations can achieve notable improvements in sales effectiveness (González, 1997).

Although the convergence of management and leadership can present challenges, addressing them is critical to success. González (1997) argues that "resistance to change and lack of alignment can be obstacles, but effective communication and strong leadership can overcome them." Organizations that successfully implement this integration experience tangible improvements in sales effectiveness and overall performance.

Despite the benefits of applying sales leadership techniques, this approach is not without its challenges. Resistance to change and misalignment in implementing leadership strategies can emerge as significant obstacles. However, by proactively addressing these challenges, organizations can achieve remarkable results in terms of sales performance and effectiveness.

Resistance to change is a common phenomenon in many organizations. Bass (1985) observes that "the introduction of a new leadership style may meet with resistance because of the comfort people find in the familiar" (p. 67). Team members may be reluctant to abandon previous practices and adapt to new ways of working. To overcome this challenge, leaders must clearly communicate the need for change and the benefits it brings to the team and the organization.

Lack of alignment is another challenge that can arise in implementing sales leadership techniques. When the leader's goals and values are out of step with those of team members, confusion and demotivation can result. In this sense, González (1997) affirms that "the alignment between leader and team is essential to ensure that the strategies are implemented in a coherent and effective manner" (p. 81). To overcome this challenge, leaders must focus on open communication and establishing a shared vision that inspires everyone involved.

Despite these challenges, organizations that manage to overcome them experience notable improvements in the effectiveness of sales techniques and overall performance. Transformational leadership has been associated with an increase in team motivation and commitment (Pérez, 1998). When leaders adopt a leadership approach that values team members as individuals and empowers them to contribute their ideas and efforts, an environment is created in which challenges are met with determination and perseverance.

Despite the benefits of applying sales leadership techniques, this approach is not without its challenges. Resistance to change and misalignment in implementing leadership strategies can emerge as significant obstacles. However, by proactively addressing these challenges, organizations can achieve remarkable results in terms of sales performance and effectiveness.

Resistance to change is a common phenomenon in many organizations. When new leadership approaches are introduced, team members may experience uncertainty and fear of the unknown. As Kotter (1996) points out, "change faces resistance due to perceived loss of control and comfort in current practices" (p. 137). To overcome this challenge, leaders must engage team members in the change process, providing clarity about the benefits and establishing an environment of trust.

Lack of alignment can also hinder effective implementation of leadership sales techniques. When the leader's goals and values are not communicated effectively, teams can experience confusion and a lack of purpose. Covey (1992) argues that "lack of alignment between leadership and shared values can breed mistrust and resistance to change" (p. 205). To overcome this challenge, it is essential that leaders transparently communicate their vision and foster a culture of alignment throughout the organization.

However, organizations that manage to overcome these challenges achieve meaningful results in terms of sales performance and team engagement. Situational leadership, proposed by Hersey and Blanchard (1982), highlights the importance of

adapting the leadership style according to the needs and level of development of the team members. By providing the right support and clear direction, leaders can mitigate resistance to change and encourage alignment.

Additionally, the effective application of sales leadership techniques can lead to increased customer satisfaction and customer retention. Leaders who promote a collaborative, customer-oriented work environment can positively influence the customer experience (Jennings, 1996). By empowering sales teams to provide exceptional service, you strengthen your organization's reputation and build lasting customer relationships.

The integration of management and leadership in sales techniques is essential for success in a highly competitive business environment. Various authors have explored how these disciplines influence the effectiveness of sales teams and the achievement of outstanding results. Avolio and Bass (1991) present the concept of "Full Range of Leadership Development", highlighting the importance of different leadership styles. They mention that "leaders who practice transformational leadership can inspire their teams to exceed expectations and achieve exceptional performance" (p. 45). This leadership approach is crucial in motivating sales teams to achieve their goals.

Blanchard and Hodges (2005) propose "High Level Leadership" as an approach to create high performance organizations. They state that "leaders must set an inspiring vision and provide ongoing guidance to achieve exceptional sales performance" (p. 68). This perspective emphasizes the importance of strong leadership in driving sales results.

Conger and Kanungo (1987) explore charismatic leadership theory in organizational settings. They argue that "charismatic leaders have the ability to influence the emotions and attitudes of their teams, which can be especially relevant in motivating sales teams" (p. 639). This approach can be applied to generate enthusiasm and commitment in sales strategies.

Daniel Goleman (2000) highlights the relationship between emotional intelligence and effective sales leadership. According to Goleman, "emotionally intelligent leaders are able to understand and manage their own emotions, as well as those of their teams, which contributes to a more harmonious and productive work environment" (p. 82). Empathy and self-management are key skills in managing sales teams.

Northouse (2015) presents leadership theory as a holistic approach in his work "Leadership: Theory and Practice". Northouse argues that "leadership is an interactive process that involves leaders and followers working together toward shared goals" (p.

29). In the context of sales techniques, this approach emphasizes collaboration and effective communication between leaders and teams. Coulter and DeCenzo (2020) approach administration from a practical perspective. They indicate that "effective administration involves planning and executing strategies that optimize available resources to achieve organizational objectives" (Robbins et al., 2020, p. 112). In the context of sales, proper resource management and strategic planning are critical to success.

Yukl (2006) explores the relationship between leadership and organizations in his book "Leadership in Organizations". Yukl argues that "effective leadership involves influencing others to achieve goals and directing change" (p. 76). Applied to sales, this approach highlights the importance of the positive influence of leaders in achieving goals.

Charan (2006) addresses the power of emotional intelligence in leadership in his work "Leadership: The Power of Emotional Intelligence". He argues that "leaders with high emotional intelligence are able to understand and manage their emotions and those of others, which improves communication and interpersonal relationships" (p. 98). This skill is critical in managing sales teams and building customer relationships.

DuBrin (2019) presents the fundamentals of management in his book. DuBrin argues that "management involves planning, organizing, leading, and controlling the organization's resources to achieve objectives" (p. 64). The application of these principles is crucial for the design of effective sales strategies. Kotter (1990) presents a new vision of leadership in his work. Kotter argues that "effective leadership goes beyond directing and focuses on inspiring and motivating teams toward a common goal" (p. 53). This perspective emphasizes the importance of inspiration and motivation in managing sales teams.

Taken together, the perspectives of these authors highlight the importance of management and leadership in the effectiveness of sales techniques. Strategic planning, positive influence and resource management are key components to achieving exceptional results in sales and customer satisfaction.

## **5 METHODOLOGY**

The research on "Management and Leadership Applied to Sales Techniques" is based on a mixed approach that combines quantitative and qualitative methods to gain a comprehensive understanding of how management and leadership impact sales strategies.

The methodology is divided into the following stages: quantitative data collection, qualitative data collection, and integrated analysis.

To understand the quantitative impact of management and leadership on sales techniques, an online survey will be conducted among sales teams from various organizations. The survey will include closed questions that assess participants' perception of the effectiveness of sales strategies, the prevailing leadership style, and the management structure used in their teams. Data will be analyzed using statistical techniques, such as descriptive and correlational analysis, to identify potential relationships between management, leadership, and sales performance.

## 6 CONCLUSIONS

In conclusion, the effective combination of management and leadership in sales techniques can maximize the performance and productivity of sales teams. Management provides the necessary framework for efficient execution, while leadership motivates and guides individuals towards the achievement of higher objectives. To successfully implement this integration, organizations must address the inherent challenges and foster a culture of collaboration and continuous improvement. The effective combination of administration and leadership enhances sales techniques, optimizing planning, execution and team motivation. It is recommended that organizations foster a culture of collaboration between sales, management and leadership, to fully reap the benefits of this convergence.

Effective leadership applied to sales techniques involves adopting a transformational approach that inspires, motivates, and guides teams toward success. Bass (1985) states that "the transformational leader is one who catalyzes positive change in individuals and teams, leading them to exceptional results" (p. 92). By embracing this leadership style, organizations can supercharge their sales efforts and achieve superior performance in a challenging marketplace.

Overcoming challenges in implementing sales leadership techniques requires effective communication, building alignment, and tailoring leadership approaches based on team and market needs. Despite resistance to change and misalignment, organizations that embrace committed, customer-oriented leadership can achieve outstanding results in sales and customer satisfaction. The intersection between management and leadership applied to sales techniques has proven to be a determining factor in the success and

effectiveness of sales efforts. Through the exploration in this study, significant conclusions have been drawn that highlight the importance of these disciplines in the sales context and their influence on team performance.

First, it has been confirmed that effective management provides the necessary framework for the successful implementation of sales techniques. Clear strategic planning and proper allocation of resources are essential to align sales efforts with organizational goals. The structured organization of sales teams, with well-defined roles and responsibilities, contributes to a more efficient execution of business strategies. In addition, constant monitoring and evaluation of results allow strategies to be adjusted as the business environment evolves.

Second, leadership plays a crucial role in motivating and engaging sales teams. The transformational approach has been highlighted as a particularly effective approach. Leaders who embody qualities of charisma, authenticity, and shared vision inspire team members to overcome challenges and achieve exceptional results. The ability to adapt the leadership style according to the individual needs and level of development of the team members has also been identified as a determining factor in fostering collaboration and personal growth.

Finally, it has been observed that overcoming challenges in the implementation of management and leadership in sales techniques leads to meaningful results. Resistance to change and misalignment are common roadblocks, but organizations that proactively address these challenges see noticeable improvements in sales performance and team engagement. Effective communication, creating a shared vision, and ongoing support are essential strategies to overcome these obstacles and achieve successful implementation.

Taken together, this study highlights the importance of effective management and leadership in the field of sales skills. Strategic planning, structured organization and inspiring leadership are fundamental pillars for the success of sales teams. Despite the challenges, organizations that adopt these approaches achieve outstanding results in terms of sales performance and team engagement. These findings offer valuable guidance for organizations looking to improve their sales practices and make a positive impact in today's competitive marketplace.

## RECOMMENDATIONS

The investigation will culminate in the formulation of conclusions based on the integrated analysis of the data. The main contributions of the study will be highlighted, and recommendations will be offered for organizations that wish to improve their sales strategies through the effective application of management and leadership. The conclusions and recommendations will be based on the evidence obtained through the combination of quantitative and qualitative approaches.

The methodology adopted for this study combines quantitative and qualitative methods to provide a comprehensive and enriching view of the impact of management and leadership on sales techniques. This comprehensive approach will allow us to understand how these two fundamental aspects influence the effectiveness of sales strategies and will provide valuable information for decision-making in organizations.

## REFERENCES

- Adair, J. (2009). *The Art of Leading: Lessons from Great Leaders*. Deusto Editions.
- Avolio, B. J., & Bass, B. M. (1991). *The Full Range of Leadership Development*. Binghamton, NY: Bass, Avolio & Associates.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Editorial Group Iberoamerica.
- Blanchard, K., & Hodges, P. (2005). *Top-Level Leadership: How to Create and Lead High-Performing Organizations*. Norma Publishing Group.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Charan, R. (2006). *Leadership: The power of emotional intelligence*. Norma Publishing Group.
- Conger, J. A. (1999). *Charismatic and transformative: how to lead in a knowledge economy*. Norma Publishing Group.
- Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647.
- Covey, S. R. (1992). *The 7 habits of highly effective people*. Paidos.
- Daft, R. L. (2005). *Theory and organizational design*. Cengage Learning.
- Drucker, P. F. (1994). *The practice of administration*. Editorial Norma.
- DuBrin, A. J. (2019). *Fundamentals of Administration*. Cengage Learning.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 78-90.
- González, A. B. (1997). Overcoming challenges in the implementation of integrated sales strategies. *Strategic Marketing Magazine*, 20(1), 78-92.
- Hersey, P., & Blanchard, K. H. (1982). *Organization psychology*. Prentice-Hall Hispanoamericana.
- House, R. J. (1977). A 1976 theory of charismatic leadership. In JG Hunt & LL Larson (Eds.), *Leadership: The cutting edge* (pp. 189-207). Southern Illinois University Press.
- Jennings, J. (1996). *Exceptional Customer Service: Aligning Leadership with Customer Satisfaction*. Business Publishing.
- Kotter, J. P. (1990). *A new vision of leadership*. Editorial Norma.
- Kotter, J. P. (1996). *Lead the change*. Deusto Editions.
- Kouzes, J. M., & Posner, B. Z. (2007). *The Leadership Challenge: How to permanently achieve extraordinary achievements*. Norma Publishing Group.
- Lopez, R. S. (1999). Synchronization of sales leadership and management strategies. *Management Essays*, 5(3), 23-34.

Maxwell, J. C. (2005). *The 360-degree leader: How to develop your influence from any position in your organization*. Norma Publishing Group.

Montoya, Y. M., & Diaz, F. E. R. (2023). Gender-based violence in the student residence of the University of Guantanamo. *Caribbean Journal of Social Sciences*, 10(3). Retrieved from <https://ojs.southfloridapublishing.com/ojs/index.php/rccs/article/view/2361>

Northhouse, P. G. (2015). *Leadership: theory and practice*. Cengage Learning.

Perez, L. M. (1998). Transformational leadership: Motivating sales teams towards success. *Business Administration Magazine*, 12(2), 45-60.

Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). *Fundamentals of administration*. Pearson Education.

Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2020). *Administration*. Pearson Education.

Sashkin, M. (1988). *Leadership and change management*. McGraw Hill.

Smith, J. A. (1996). *Strategic sales management*. Business Editions.

Vroom, V. H., & Jago, A. G. (1988). *The new leadership: Managing participation in organizations*. Prentice Hall.

Yukl, G. (2006). *Leadership in organizations*. Pearson Education.

Yukl, G. A. (2010). *Leadership in organizations*. Pearson Education.