## THE PRODUCT IS

By George W. Hayes



rue story. In
1982, a young
man decided to
end his successful career as an executive
recruiter and pursue a more
conventional line of work.
The economy was flat, and
his products—bodies—
weren't moving particularly
well.

Convinced that he could sell virtually anything, he responded to an advertisement for a telecommunications sales position. Selling telephone services, he thought, couldn't be half as difficult as selling people.

Oozing with confidence and charm, the young man arrived

for his interview with the district sales manager. She was a pleasant, yet serious woman, who introduced herself politely and invited him to sit down.

"So, you're a salesman," she said, leaning back skeptically. "Try selling me."

Suddenly disoriented, the young man felt a pounding in his head as he struggled blindly to describe his background and education. Lacking the structure of a formal interview, his monologue drifted, became repetitive and, finally, sputtered to an inglorious halt. Maybe he could sell almost

Continued on page 34