

Percent of Income at Risk (commission available)	Sales Force Perception	Degree of Management Control	Implications for Cost Reduction
0-10%	Barely noticeable	High	Low
10-25%	Gets attention	Good	Some
25-30%	Drives behavior	Only key things	Significant
50+%	Makes quota or quits	Minimal to none	High

FIGURE 2—*The Accidental Sales Manager*