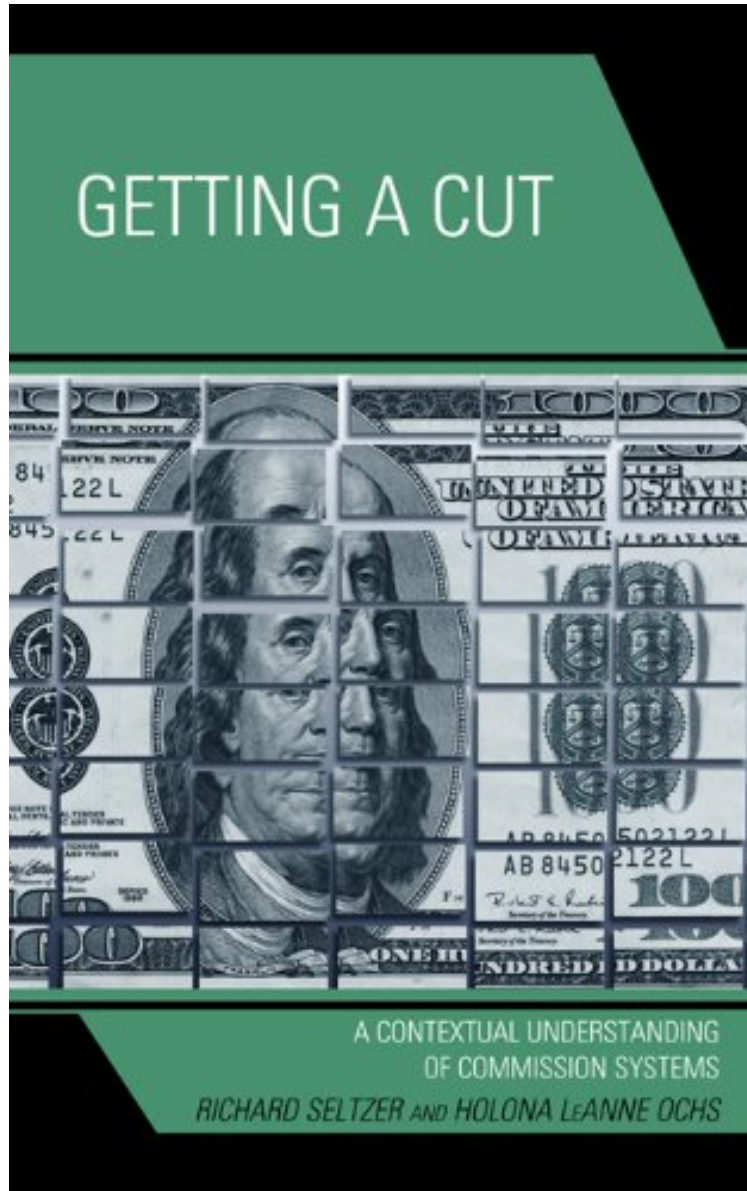


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Getting a Cut: A Contextual Understanding of Commission Systems

Richard Seltzer, Holona LeAnne Ochs

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The perspective of those who receive commissions has been largely ignored, and much of the literature on commissions and bonuses focuses on the concerns of management without regard for the employees or much recognition that understanding the employee perspective contributes significantly to fostering a more productive work environment. *Getting a Cut* is based on semi-structured interviews with over 450 people between the two volumes. The diverse respondents from across the U.S. provide a people-first perspective on work within commission structures. Understanding what people think about their compensation and how they experience their work provides an understanding of management that has never been addressed. The book provides empirically-based, practical information for anyone interested in effective, professional management. The experiences of those who work for commissions teach us that commission structures interact with the dynamics of the work force and the skill of management to elicit specific behaviors from sales staff. Employers may use employee perspectives to gauge the work environment and determine how to structure of the commission system may yield the greatest gains in performance.