International Builders Show
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2014 Sales Management Summit:
TAKING CARE OF BUSINESS

Presented by:
Melinda Brody, MIRM
Meredith Oliver, MIRM, MCSP
Jeff Shore
Melinda Brody, MIRM

Melinda Brody, MIRM, is President of Melinda Brody and Company, Inc. Her firm has been evaluating and training salespeople for almost 3 decades, having video shopped over 25,000 on-site agents. MB&C conducts an annual "Benchmark Survey" which shows how salespeople perform in 6 key categories. Last year, Melinda's firm video shopped 59 builder divisions. She has presented these industry averages at several Super Sales Rally events. Melinda has instructed numerous IRM IV and CSP classes and is a proud member of the National Speaker's Association. Melinda's first book is now available at the Builder Bookstore, “They Said WHAT??!! Behind the Scenes of 25,000 Undercover Video Mystery Shops.”

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Meredith Oliver, MIRM, MCSP

Meredith Oliver helps home builders drive more traffic, leads, and sales. She is the founder and president of Creating WOW Communications; a home builder marketing and sales training company based in Raleigh, NC.

Meredith holds a Master’s Degree in Communication Technology from Rollins College and is the author of two books, “Click Power: The Proven System Builders Use to Increase Sales,” and “The Fan Factor: 25 Slam Dunk Secrets to Engage Customers, Increase Referrals, and Boost Sales.” Both books are available at the Builder Books kiosk here at the show.

Meredith is a professional speaker with thirteen consecutive appearances at the International Builders Show and five appearances in the invitation-only Super Sales Rally. She was the 2013 Chair of the Institute of Residential Marketing and a member of the Triangle Sales and Marketing Council.

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Jeff Shore

For more than three decades, Jeff Shore has guided executives and sales teams in large and small companies across the globe to embrace their discomforts and deliver BOLD sales results. Jeff is a highly sought-after sales expert, speaker, author and executive coach whose innovative BE BOLD methodology teaches you how to change your mindset and change your world. His latest book, Be Bold and Win the Sale: Get Out of Your Comfort Zone and Boost Your Performance, (McGraw-Hill) was released in January 2014. Learn more at jeffshore.com or follow Jeff on Twitter (@JeffShore) and Facebook (JeffShoreCommunity).

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Meet Home Buyer 2.0

- Super busy, super mobile, super connected and super independent.
- Don’t return calls and ignore traditional sales pitches.
- Socially savvy and rely on referrals from friends.

Home Buyer 2.0 Sends Mixed Messages

<table>
<thead>
<tr>
<th>Don’t Talk to Me!</th>
<th>Pay Me Attention!</th>
</tr>
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<tbody>
<tr>
<td>Reluctant &amp; Cautious...</td>
<td>But, I have money to spend.</td>
</tr>
<tr>
<td>Short Attention Span...</td>
<td>But, I devour relevant and timely information.</td>
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<tr>
<td>Don’t Trust Salespeople...</td>
<td>But, I eagerly respond/refer great salespeople.</td>
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<tr>
<td>Phone Calls Are An Interruption...</td>
<td>But, I love to watch videos.</td>
</tr>
<tr>
<td>Not Loyal to a Brand...</td>
<td>But, I crave a relationship.</td>
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<tr>
<td>Don’t Respond to Follow-Up...</td>
<td>But, I expect an immediate response from you.</td>
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The Follow-up Disconnect

- 425 new home communities shopped – (Study courtesy of SmartTouch Interactive)
  - 53% did not follow-up with the prospect
  - 23% followed up in 72 hours
  - 18% followed up in 24 hours
What the Best Sales Managers Do Differently – *BONUS INFO!*

- “No matter what your business, the only way to generate enduring profits is to begin by building the kind of work environment that attracts, focuses and keeps talented employees.” The Service Profit Chain, Haskett, Sasser & Schlesinger
- If you want your sales team to put “people first” and focus on building relationships they must work in a “people first” culture. Does your company culture put its people first?
- The strength of a sales team can be simplified to twelve core questions according to “First, Break All the Rules” by Marcus Buckingham and Curt Coffman. Three of those questions include:
  - Do I know what is expected of me?
  - Do I have the materials and equipment I need to do my work?
  - In the last six months, has someone talked to me about my progress?

**FANatical Follow-Up Strategy #1**

*Set Expectations – “Stop Checking In & Start Adding Value”*

- Number of follow-up attempts
- Content and style of messaging
- Which communication tools to use

**FANatical Follow-Up Strategy #2**

*Provide Resources – “Focus on the 2 T’s”*

- Technology
- Training
30 Ideas to Add Value to Follow-Up

Email – Send a link to:

1. Interior design idea from Pinterest, Houzz or Facebook.
2. Valuable TED Talk or informational home buying video on YouTube.
3. Make an introduction to person of a mutual interest.
4. News article with positive buying/selling statistics.
5. Mortgage calculator on preferred lender’s website.
6. Popular lifestyle blog like HGTV or Better Homes & Gardens.
7. Virtual tour or photo gallery on your website.
8. Article with seasonal maintenance tips.

Mail – Send a note or postcard:

9. News clipping of positive news about prospect’s employer.
10. News clipping of positive news about local schools.
11. News clipping of good news on local economy.
12. News clipping of article on gardening or landscaping.
13. Home buying anniversary card.
14. Home buyer birthday or wedding anniversary.
15. Seasonal greeting card.

Phone – Call with More Information About:

16. Your neighborhood.
17. Floor plan of interest.
18. Quick move-in home now available.
19. Design center selections and process.
20. Local news that positively impacts your neighborhood.
21. Refer a mortgage lender or other industry partner.

Social Media Sites – Post/Link to:

22. Thank industry partners for their contribution to a sale.
23. Like the social media pages of industry partners/prospect.
24. Post photos of closing and move-in (with permission).
26. Educational blog articles on moving, financing and the building process.
27. Testimonials from happy homeowners.
28. Direct message a prospect on social media if they are non-responsive through email/phone.
29. Local events and “things to do” of interest to your prospect.
30. Local non-profit events/news of interest to your prospect.
They Said WHAT??!! And you said this...

Presenter: Melinda Brody
@Melinda407

They said WHAT??!! And You Said...

“I have some____________________________________________________________”

Point #1: YOU are the In-House Sales Trainer!

Quick, Easy, Sales Training Ideas...

1. **Peer training**- Objective is: Delegate! You don’t need to control everything
   
   New hires trained by seasoned SR’s. Each week, SR presents topic in your sales meeting-15 min of your meeting. Vote on best presentation, and most creative/interesting.

2. **YouTube videos** Objective: watch others in home building and outside for new ideas.
   
   Homebuilding industry, housing industry in general (apartments, real estate), other industries, BuilderRadio.com, Lasso, etc. Assign each SR to research the videos to show at meeting. They need to be under 3 minutes and SR delivers the lesson with the video.

3. **Book club**- Objective: Get team reading again!
   
   Buy book, SR reimburse. Skin in the game. Mark a page, “email me when you read this.”

   Give team choices, let them select, book reports, assign chapters to present key concepts, role-play ideas.

4. **Objection Football game**
   
   Objective: practice difficult objections in a fun way

5. **Study other sales environments**-
   
   Objective: How do other industries succeed with your customer?

   Field trip to Ritz Carlton, Health club, Car dealer, timeshare, high-end leasing communities

6. **Meet at available home that’s not selling.**
   
   Objective: don’t think outside the box, smash the box to pieces!

   Brainstorm all positives.

7. **Empty Chair at sales meeting**
   
   Objective: always strategize with your customer in mind
8. **Play, “That’s My Community!”**

Objective: Help your team learn their area.

Write up a quick quiz; give prize to winner...nearest day care, Catholic Church, dry cleaners, local high school principals’ name?

9. **“NO” game.**

Objective: You need to inspire more closings

To handle rejection and train team that if you don’t ask, answer is always NO.

They said WHAT??!! And You Said...

“I need to__________________________________________________________”

**Point #2: You need to give feedback on performance.**

Video Shop=field test

Gives you a coaching opportunity

Problem: “I watched their video shop...I am floored, disappointed, shocked!”

Or

“I have observed them with a customer and I don’t know where to begin....”

**Giving Feedback:**

1. **Schedule a meeting in a private conference room**, not across from your desk. Remove all barriers. Give the salesperson enough time to gather information on how improvements have been made since the last evaluation. If you are discussing their shop, encourage them to watch it at least 2x privately. Schedule enough time so you are not rushed and turn off all electronics during the meeting.

2. **Explain the purpose of the evaluation prior to the meeting.** People like to know WHY they will be getting feedback. Start by saying “we’re meeting next Monday to go over your video shop in addition to your last 30 days of sales performance. I’d like to discuss your positives and a few areas where performance can be improved.”

3. **Start with overall performance and highlight specific accomplishments.** Ask the salesperson areas where they believe they are doing well and ask them to cite specific examples.

4. **Ask the salesperson where they think they need improvement.** Avoid offering your comments first. Sit back and really listen. When they are done, offer some of your observations with suggestions for improvement. If the salesperson is not doing well with follow up, offer some ideas on how that can improve. IE. setting a time each day to focus on it, learning more about buyers so follow up can be more impactful, etc.

5. **Give the salesperson the opportunity to ask questions** and make statements and together develop a
reasonable timeline for improvement. Write everything down you discussed with a deadline for improvement, sign and date it. This gives you a way to hold the salesperson accountable for their actions.

6. **Follow up and see if improvements are being implemented.** Continue to offer words of encouragement.

"The best sales performance we see is in direct proportion to sales managers who are in the field."

They said WHAT??!! And You Said...

“I get it. I am the in-house sales trainer who gives feedback on performance.”
Sales Associate Name:
Builder:
Date of Performance Review:
Follow Up Meeting Date:

(To be completed by Sales Manager and sent in advance to Sales Associate for preparation)

General Overview of (Quarterly/Monthly) Sales Performance:
- Projected Sales/Actual Sales
- Conversion rate
- Traffic for the time period
- Ways you are generating traffic
- Realtor Relations
- Follow up program

Other Areas to review:
- Overcoming Objections
- Qualifying
- Closing Techniques

Top Three Achievements in sales performance and why

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<th>Achievement</th>
<th>Why</th>
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Three Areas needing improvement in sales performance and why

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<tr>
<th>Area</th>
<th>Why</th>
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General discussion:

What motivates you?

What are three professional/sales goal you would like to achieve prior to our next meeting?
1.
2.
3.

What obstacles or challenges do you have that could get in the way of you achieving this goal?

Create an Action Plan to Achieve your goal
1.
2.
3.

What ONE item would like take away from this sales performance review and begin incorporating in your sales presentation immediately?
Coaching for Lead Conversion: The Three Magic Questions

Presenter: Jeff Shore
@JeffShore

Field Coaching Principles:

- Be clear on your objective before the coaching session begins: Lead Conversion!
- Start with Your Mutual Agenda
- Follow the Sandwich Coaching Model: Encouragement – Correction – Encouragement

1. _____________________________________________________________
2. _____________________________________________________________
3. _____________________________________________________________

The 10-5-3-1 Talent Improvement Model
(* for sales management overachievers only)

10 – Practice 10 times _____________________________
5 – Practice 5 times _____________________________
3 – Practice 3 times _____________________________
1 – Demonstrate Your Skill _____________________________

Resources for Further Study:

*The Talent Code* by Daniel Coyle
*Talent is Over-rated* by Geoff Colvin
*Drive* by Daniel Pink
Dealing with Low Performers

How good can they be?
If you are dealing with a low performer who possesses low potential, you might not have to go any farther than this one question. The key is to consider the question from two different perspectives. First, how good can they be if all the stars lined up? Second, how good will they likely be on their current trajectory?

How long will it take?
You might find that the potential could be high eventually but that you need their best efforts today. You need to evaluate your present tolerance for a “project player.” There is nothing inherently wrong with having people on the team who will take some time to groom, so long as you have that time to offer.

How much of my time will it take?
You must consider whether you have the time in your schedule over the next weeks or months to devote to bringing this one sales counselor up to speed. Remember that every minute you spend with a low performer is a minute away from a core or high performer. Choose how you spend your time accordingly.
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<tr>
<th>For Those Who You Want to Keep:</th>
<th>For Those You Want to Lose:</th>
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<tr>
<td>1. Be Direct and Be Prompt</td>
<td>1. Principle #1 (for them): No one should ever be surprised by their own termination. Every employee has the right to “see it coming.” Begin the warnings early and keep them coming often. Make sure the sales counselor understands you clearly: “If you continue to do this, you will be terminated. Am I clear on that?”</td>
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<tr>
<td>• Soft-pedaling is a bad idea. If someone is in trouble, they have a right to know it. The key here is to be honest about their performance and about the consequences if they do not change their current behaviors.</td>
<td>2. Principle #2: (for you, for your company, and for the rest of your team) Move them up or move them out, but do it urgently. Notwithstanding the necessity for fair warning (see above), the action plan has to be swift and specific. Giving a struggling sales counselor six months to correct the behavior serves no one’s best interest.</td>
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<td>2. Be Encouraging</td>
<td>3. Offer some “Encouragement” Points:</td>
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<tr>
<td>• Try the “Happy Slap.” The struggling sales counselor needs to know that you are on their side. Tell them directly that you believe they have what it takes to pull through, and that you will be with them every step of the way. This is a necessary balance to point number one.</td>
<td>• “If you hear of an opportunity with another company, you should probably take it.”</td>
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<tr>
<td>3. Write a Plan</td>
<td>• “When we sell out at (community) we’re moving people around and someone will have to go. As of right now, you are that person.”</td>
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<tr>
<td>• Put the development plan in writing with specific and measurable developmental targets. Concentrate on the behaviors that will get you the end results and not only on the results alone. Make sure there are specific time parameters in that plan.</td>
<td>• “I want you to have the opportunity to go out on your own terms. You should be thinking about the benefits of resigning.”</td>
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