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RECRUITER MANAGER'S GUIDE

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FUNDAMENTALS OF SELLING

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2. 20 OF THE WORST THINGS THAT RECRUITERS DO
3. THE 15 MOST ESSENTIAL RECRUITING TRUTHS
4. THE TOP 10 MISTAKES RECRUITERS MAKE WITH IMPACT

MANAGER'S MEETING GUIDE

THE 21 MOST IMPORTANT THINGS RECRUITERS WANT TO KNOW

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The 21 Most Important Things Recruiters Want to Know."</p> <p>Notes:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____
<p>4. Develop at least one personal anecdote about this topic.</p>	<p>Notes (What happened? When? How did it affect you, personally?):</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The 21 Most Important Things Recruiters Want to Know”

- Discuss which of the 21 things described in this audio your recruiters thought were most significant.
- Why did they choose the ones they did?
- Do people agree on which ones are most significant? Why? (Or Why not?)
- Do YOU think they picked the most relevant ones? Why or why not? Be sure to share your thoughts with the group.
- Ask your recruiters to copy their completed Sales Success Worksheets for you by the end of the week. You will be looking for the three things each person said he/she will learn more about, and what they will do about it. Remember to follow up!

SALES SUCCESS WORKSHEET

THE 21 MOST IMPORTANT THINGS RECRUITERS WANT TO KNOW

I listened to *"The 21 Most Important Things Recruiters Want to Know."*

- Which three of the 21 things do YOU think are most significant?

1. _____
Why? _____

2. _____
Why? _____

3. _____
Why? _____

- Which three of the 21 things will YOU learn more about and/or take action on?

1. _____
What will you do about it?

By when (be specific)? _____

2. _____
What will you do about it?

By when (be specific)? _____

3. _____
What will you do about it?

By when (be specific)? _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

20 OF THE WORST THINGS THAT RECRUITERS DO

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "20 of the Worst Things that Recruiters Do."

Notes:

3. Key coaching points to remember for this week's training meeting:

- _____
- _____
- _____
- _____
- _____
- _____

4. Complete this week's Sales Success Worksheet on your own.

I have completed the Sales Success Worksheet.

5. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “20 of the Worst Things that Recruiters Do”

- Discuss which of the 20 things YOU, personally, did most when you were a recruiter.
- Ask a volunteer to keep notes at this meeting.
- Ask the group to call out which “worst things” they selected. Write them on the whiteboard or flip chart. Do people choose similar ones? Different ones?
- If there are patterns, or common choices, discuss them as a group. What are some ideas for avoiding the worst mistakes?
- Ask the group why we might be asking them to commit to listening to the audio again next month. (The answer: Because it’s too important NOT to remember! It’s easy to slip back into bad habits!)
- When the meeting is over, have an administrative assistant type up the notes your volunteer took at the meeting. Then, circulate the notes to the entire team - it will help them remember what they came up with as suggestions for avoiding the 20 Worst Things.

SALES SUCCESS WORKSHEET

20 OF THE WORST THINGS THAT RECRUITERS DO

I listened to *"20 of the Worst Things that Recruiters Do."*

- Which of the top 20 are you guilty of most often?

1. _____
2. _____
3. _____
4. _____
5. _____

- Why do you think these particular issues are problems for you?

- What strategies could you use to avoid them in the future?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE 15 MOST ESSENTIAL RECRUITING TRUTHS

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The 15 Most Essential Recruiting Truths."</p>
<p>3. Answer the questions at the right:</p>	<p>What is the most valuable piece of advice anyone ever gave you that is relevant to your recruiting career? Who gave you the tip? How have you used it, and how has it helped you?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1 2 3 4

Topics for Discussion/Action at Your Training Meeting on “The 15 Most Essential Recruiting Truths”

- Ask each person in the group to share the most valuable piece of advice they have ever received pertaining to their recruiting career. Be sure to share the advice YOU received, and explain why it was useful.
- Ask the group which truth(s) from the audio seemed especially useful to them. Do many people select the same truth, or do different people select different truths? Why?
- Knowing something is TRUE is good, but it doesn't improve your production unless you DO something about it. Ask each person to write on a piece of paper:
 - Specifically, what are you going to DO to change your recruiting career based on the truth that you picked as most important?
 - What do you expect will change if you make this adjustment to your recruiting career? What result do you expect?
- See if you can get the entire group to agree on one, single truth that is most important. Is there one that everyone can agree on?
- Mark your calendar for a month from now. On that date, check to see what progress each of your team members has made on DOING something about the truth he or she selected in the exercise above.

SALES SUCCESS WORKSHEET

THE 15 MOST ESSENTIAL RECRUITING TRUTHS

- I listened to "The 15 Most Essential Recruiting Truths."
- I commit to listening to this audio again next month. Date: _____
(Remember to put this in your planner!)

- Which ONE of these 15 truths rings especially true to you?

- What about this single truth made it seem so important to you?

- How will understanding this truth change your approach to recruiting?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE TOP 10 MISTAKES RECRUITERS MAKE WITH IMPACT

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "The Top 10 Mistakes Recruiters Make with IMPACT!"

Notes:

3. Key coaching points to remember for this week's training meeting:

- _____
- _____
- _____
- _____
- _____
- _____

4. Complete this week's Sales Success Worksheet on your own.

I have completed the Sales Success Worksheet

5. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Top 10 Mistakes Recruiters Make With IMPACT”

- Discuss which of the 10 mistakes YOU, personally, committed the most when you were a recruiter.
- Ask a volunteer to keep notes at this meeting.
- Ask the group to call out which mistakes they selected. Write them down on the whiteboard or flip-chart. Do people choose similar ones? Different ones?
- If there are patterns, or common choices, discuss them as a group. What are some ideas for avoiding making the “top” mistakes?
- Ask the group why we might be asking them to commit to listening to the audio again next month. (The answer is: because it’s too important NOT to remember! It’s easy to slip back into bad habits!)
- When the meeting is over, have an administrative assistant type up the notes your volunteer took at the meeting. Then, circulate the notes to the entire team - it will help them remember what they came up with as suggestions for avoiding the Top 10 Mistakes.

SALES SUCCESS WORKSHEET

THE TOP 10 MISTAKES RECRUITERS MAKE WITH IMPACT

I listened to *"The Top 10 Mistakes Recruiters Make with IMPACT."*

- Which of the top 10 are you guilty of most often?

1. _____
2. _____
3. _____

- Why do you think these particular issues are problems for you? Why?

- What strategies could you use to avoid them in the future?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

POSITIONING

1. HOW TO POSITION YOURSELF FOR SUCCESS
2. THE ROLE OF PROFESSIONALISM AND IMAGE TO A RECRUITING CAREER
3. THE ROLE OF SOCIAL PROOF IN RECRUITING
4. THE 6 P'S... WHAT TO DO BEFORE YOU EVER GET IN FRONT OF A LEAD

MANAGER'S MEETING GUIDE

HOW TO POSITION YOURSELF FOR SUCCESS

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.	Date of training meeting: _____ Time of training meeting: _____ <input type="checkbox"/> I have invited my team.
2. Listen to this week's audio lesson.	<input type="checkbox"/> I have listened to "How to Position Yourself for Success."
3. Key points from this week's audio lesson:	<ul style="list-style-type: none">• Leads and applicants pay attention to recruiters they believe have something important to say to them.• Defining how you want to position yourself requires you to:<ol style="list-style-type: none">1. Examine your competition and determine how you and the Air Force Reserve are different or better.2. Develop a strategy that will help define the ways you'd like to be positioned.3. Implement strategies that support the ways you'd like to be positioned.4. Ensure that everything you do supports the way you want to be positioned (dress, conversation, habits, associates, friends, punctuality, etc.).
4. Develop at least one personal anecdote about this topic. Have you seen a recruiter position himself/herself terribly badly? Very well? Describe what he/she did, and how it affected their interaction with the individual.	Notes: _____ _____ _____ _____
5. Get ready for your training meeting the day before it's going to be held:	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1

2

3

4

Topics for Discussion/Action at Your Training Meeting on “How to Position Yourself for Success”

- The audio offered six examples of how a recruiter can position himself or herself. Briefly discuss each one. Can the group think of any others?
 - Career Counselor
 - Successful Testimonial
 - Military Expert
 - **Air Force Reserve** Expert
 - Advocate
 - Creative Problem Solver
- The audio offered six strategies a recruiter can implement to elevate their positioning in the marketplace. Briefly discuss each one. Can the group think of any more?
 - Research the organizations their influencers belong to and join them.
 - Read journals, trade publications, and other informative materials that their target market reads.
 - Search the web for information related to their target market and trends they are seeing.
 - Gather as much information as they can about their competition and how they do business.
 - Ask other **Air Force Reserve** Recruiters what they see going on.
 - Work longer, harder, and smarter than the competition.
- The audio discusses six common positioning mistakes. Briefly discuss each one. Can the group think of any others?
 - They appear as a pest or too pushy.
 - They come across as too desperate to make the sale.
 - They come across as a stereotypical, fast-talking recruiter.
 - They rely on “benefits-dumping” instead of tailoring their solutions.
 - They rely too much on cold-calling.
 - They sell jobs before qualifying the lead.
- Discuss the participant’s answers to the four questions on the Sales Success Worksheet.

SALES SUCCESS WORKSHEET

HOW TO POSITION YOURSELF FOR SUCCESS

I listened to *"How to Position Yourself for Success."*

- Provide an example of how you can successfully position yourself to help recruit an applicant. Explain what you did to be positioned in this manner.

- What do you do extremely well that positions you as "different" or "better" than other recruiters in your zone?

- What do you think it means to your leads, applicants, and influencers, that you are in the Air Force Reserve?

- What do you do on a consistent basis to be the first and foremost in the minds of your leads, applicants, and influencers?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE ROLE OF PROFESSIONALISM AND IMAGE TO A RECRUITING CAREER

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "The Role of Professionalism and Image to a Recruiting Career."

Notes:

3. Follow up with guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "The Role of Professionalism and Image to a Recruiting Career." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Role of Professionalism and Image to a Recruiting Career”

- How many of you don't refer to yourselves as recruiters when someone asks you what you do for a living? What DO you say you do?
- Can anyone give an example of how negatively recruiters can be perceived? Has anyone ever reacted badly when they found out you were a recruiter?
- The audio discussed five reasons why people might develop negative perceptions of recruiters. Briefly discuss each one. Can the group think of any others?
 - Pushy, talkative recruiters
 - Poorly trained recruiters
 - Broken promises
 - Unprofessional behavior
 - Non-service oriented recruiters
- The audio discussed five tips to help prevent creating a poor perception of recruiters. Briefly discuss each one.
 - Act out of integrity and honesty
 - Act in your applicant's best interest
 - See recruiting duty as a profession, not a “job”
 - Believe in your offerings
 - Take responsibility for your own actions
- The audio offered seven steps to help enhance your image as a recruiter. Briefly discuss each one.
 - Always be prepared
 - Strive to be trusted
 - Ask the right questions
 - Present effective, relevant solutions
 - Create value that supersedes your applicant's commitment
 - Support and reinforce the sale
 - Help your applicant's and influencers to understand the **Air Force Reserve** even better
- What's wrong with using terms like “flesh-peddler, pitch and closer?”
- Discuss the questions and answers written on the group's Sales Success Worksheets.
- What value do you, personally, bring to a lead/applicant? (Give the group 5-10 minutes to write down their ideas, then discuss.)

SALES SUCCESS WORKSHEET

THE ROLE OF PROFESSIONALISM AND IMAGE TO A RECRUITING CAREER

I listened to *“The Role of Professionalism and Image to a Recruiting Career.”*

- How do people react when you tell them you’re a recruiter?

- What is your title on your business card?

- What is YOUR perception of recruiting as a profession?

- Are you proud to say you’re a recruiter? yes no

Why or why not?

- What will you do — starting immediately — to enhance your image?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE ROLE OF SOCIAL PROOF IN RECRUITING

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson</p>	<p><input type="checkbox"/> I have listened to "The Role of Social Proof in Recruiting."</p>
<p>3. Key points from this week's audio lesson:</p>	<ul style="list-style-type: none"> • Positioning is key to your ability to persuade people to buy the Air Force Reserve commitment from you. How you are perceived in the marketplace, in general, can make (or lose) opportunities for you. • What is social proof? When someone else, not a recruiter tells your leads and applicants good things about you, your opportunities, and the Air Force Reserve. • People are much more likely to believe what someone else says about us than what we say about ourselves. • Good examples of social proof are: <ul style="list-style-type: none"> - Third party testimonials - List of unit members you recruited - Unit visits - Getting happy, satisfied unit members involved with leads or applicants
<p>4. List some ideas of how your team could position themselves in their target market and/or provide social proof to support positive perceptions of themselves or their organization.</p>	<ul style="list-style-type: none"> • Hosting a blog on your organization's website • Writing articles for school and military base newspapers • Publicizing your achievements in local papers • Volunteering to speak at schools and community organization meetings • Earning your IMPACT Professional Selling Certification.
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Role of Social Proof in Recruiting”

- What kinds of documents provide social proof in recruiting?
- Can anyone describe a time that getting a lead or applicant directly involved with a happy, satisfied unit member earned them an accession?
- Do you ask your accessions for testimonials? If not, why not?
- Discuss the “Loyalty Ladder”
 - Lead
 - Qualified Lead
 - Applicant
 - Qualified Applicant
 - Unit Member
 - Advocate
 - Zealot
- What ideas do you have to position yourself more effectively?
- Where could you look to find other ideas for gathering and using social proof?
- What do you think prospecting by positioning means?
The idea is that if you are POSITIONED well, leads are more likely to
 - a) come to you, and
 - b) be receptive to you if you go to them.

SALES SUCCESS WORKSHEET

THE ROLE OF SOCIAL PROOF IN RECRUITING

I listened to *"The Role of Social Proof in Recruiting."*

- What do you think prospecting by positioning means?

- List three Reservists you recruited or know well enough to ask for a testimonial to use in convincing applicants. Indicate your plan to contact them.

1. _____

2. _____

3. _____

Contact Plan:

1. _____

2. _____

3. _____

- List three specific claims you make about the Air Force Reserve and cite the source of proof for each claim.

Claim	Source
1.	
2.	
3.	

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE 6 P'S... WHAT TO DO BEFORE YOU EVER GET IN FRONT OF A LEAD

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "The 6 P's... What to Do Before You Ever Get in Front of a Lead."

Notes:

3. Follow up with guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "The 6 P's..." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The 6 P’s...What to Do Before You Ever Get In Front of a Lead”

- What are the 6 P’s?
(Positioning, Prospecting, Pre-Call Planning, Presence, Punctuality, Process)
- What was the most important thing you learned about each of the 6 P’s?
- Which of the 6 P’s is the hardest for you?
- Why do you think Pre-Call Planning is the most often overlooked action on the list of 6 P’s?
- What are some things you can do immediately to improve on your approach to the 6 P’s?

SALES SUCCESS WORKSHEET

THE 6 P'S... WHAT TO DO BEFORE YOU EVER GET IN FRONT OF A LEAD

I listened to *"The 6 P's... What to Do Before You Ever Get in Front of a Lead."*

- Fill in the following table based on what you listened to:

The 6 P's	What did you learn about this P?
1.	
2.	
3.	
4.	
5.	
6.	

- Now, make a list of at least 3 things you will begin doing immediately to improve on your approach to the 6 P's:

1. _____

2. _____

3. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

PROSPECTING

1. NETWORKING
2. PROSPECTING PARTHENONS AND POWER PROSPECTING TOOLS
3. THE 11 PROVEN PROSPECTING POINTERS EVERY RECRUITER NEEDS TO KNOW
4. WHY IS YOUR APPLICANT SO DIFFICULT?

MANAGER'S MEETING GUIDE

NETWORKING

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Networking."</p> <p>Notes:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>3. Key points from this week's audio lesson:</p>	<ul style="list-style-type: none">• Unfortunately, "networking" has almost gotten a bad name, because it sounds so trendy and almost superficial. But the truth of the matter is, it's a good informal way of doing business.• Four things you need in order to be good at networking:<ol style="list-style-type: none">1. A self-image that says, "Yes, I can do this."2. A strong, genuine interest in people.3. A good memory.4. A relaxed, flexible personality.• One way or another – and in a way that's flattering to others – you need to capture information about the people that you add to your network.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1

2

3

4

Topics for Discussion/Action at Your Training Meeting on “Networking”

- How do you feel about the concept of networking? Does it seem negative to you, or are you comfortable with the idea of networking?
- Does networking have to be at an **event**, or can it be in some other setting?
- Have you ever gotten any new business as the result of networking? Describe and discuss.
- What is your process for following up with people you meet when you are networking?
- What are some good places to network? What makes them good?
- What are some good open-ended questions to start conversation at a networking event? Are there any questions that have worked especially well for you?

SALES SUCCESS WORKSHEET

NETWORKING

I listened to "Networking."

- How do you currently network?

- Have you seen any benefits from networking? Have you gotten any new business? How did it happen?

- What skills do you need to develop to enhance your networking abilities? Do you need to network more? Differently? With different people?

- What networking opportunities have you NOT taken advantage of? Will these opportunities come again? When? Can you take advantage of them next time? Describe.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

PROSPECTING PARTHENONS AND POWER PROSPECTING TOOLS

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Prospecting Parthenons and Power Prospecting Tools."</p>
<p>3. Key Coaching Points:</p>	<ol style="list-style-type: none"> 1. Your future success as a recruiter is in direct proportion to the quality and breadth of your lead file. <ul style="list-style-type: none"> • Quality leads meet the five characteristics of qualified applicants. • Breadth means being active and visible in your target segments. 2. Take an organized approach to prospecting. <ul style="list-style-type: none"> • Build prospecting parthenons and use them. • Use the Power Prospecting Tools to guide your prospecting activities and find quality leads.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Prospecting Parthenons and Power Prospecting Tools”

- When are you at your selling best? How does that impact your interview scheduling?
- What do you think is meant by the statement, “Interest the qualified; don’t try to qualify the interested”?
- Do you ever postpone some of your prospecting activities? Why?
- Which target segments are the most comfortable prospecting into? Why?
- What’s the most important prospecting lesson you’ve learned?

SALES SUCCESS WORKSHEET

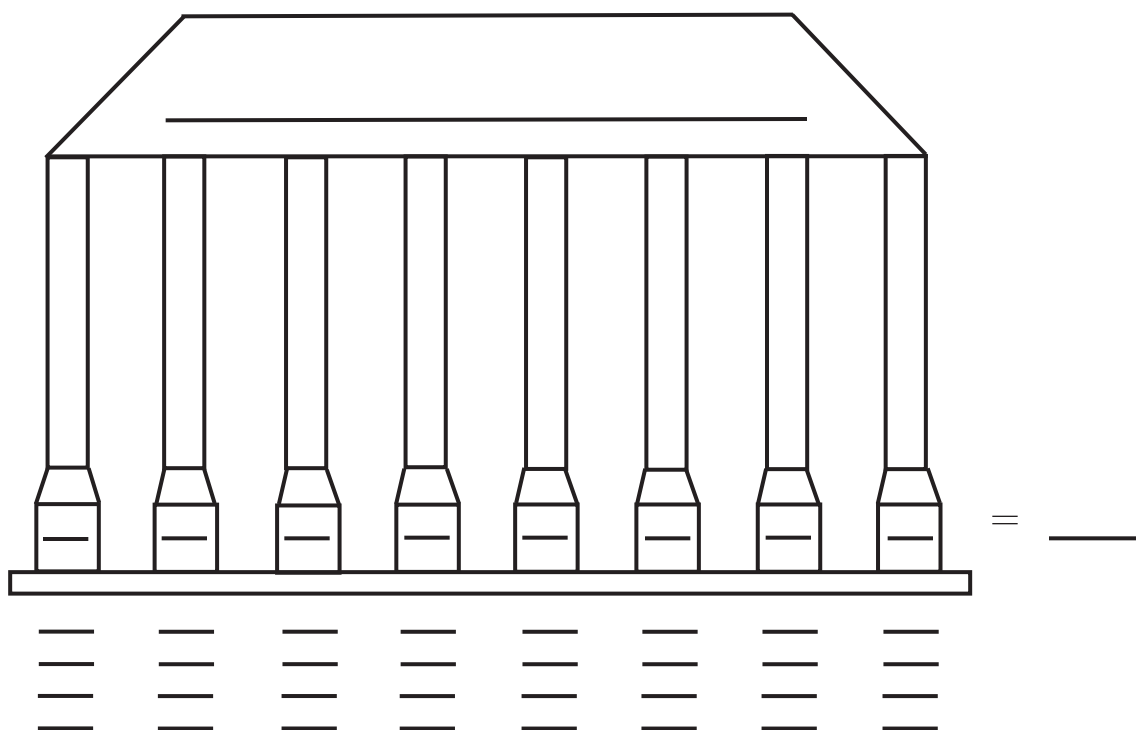
PROSPECTING PARTHENONS AND POWER PROSPECTING TOOLS

I listened to "Prospecting Parthenons and Power Prospecting Tools."

- What prevents you from investing more time prospecting?

- Which target segment are you most comfortable prospecting into? Why?

- Complete a Prospecting Parthenon for one of the target segments you recruit into.



- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE 11 PROVEN PROSPECTING POINTERS EVERY RECRUITER NEEDS TO KNOW

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The 11 Proven Prospecting Pointers Every Recruiter Needs to Know."</p>
<p>3. Key concepts from this audio:</p>	<ul style="list-style-type: none">• 11 Pointers for prospecting:<ol style="list-style-type: none">1. Treat prospecting as the lifeblood of your recruiting career.2. Treat prospecting as your most valuable time-management tool.3. Take an organized approach, but never at the expense of activity.4. Always keep alert for suspects who can become qualified applicants after they become qualified leads.5. Stay in touch with current leads by working your parthenons.6. Work on your zone, not in your zone.7. Network your lead inventory regularly.8. Work hard at referral selling.9. Respect organizational structures.10. Identify key roles.11. Research in advance.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1 2 3 4

Topics for Discussion/Action at Your Training Meeting on “The 11 Proven Prospecting Pointers Every Recruiter Needs to Know.”

- What’s the difference between a suspect, a lead, and a qualified applicant?
- Did anyone have trouble coming up with three solid leads and determining the next step for finding out if each might become a qualified applicant? If yes, why? Where could you find more leads?
- What could you do differently to ensure that your prospecting efforts are productive and valuable?
- What can I, as your supervisor, do to help you be more effective at prospecting?
- What is your next step with one of the qualified applicants you described on your Sales Success Worksheet?

SALES SUCCESS WORKSHEET

THE 11 PROVEN PROSPECTING POINTERS EVERY RECRUITER NEEDS TO KNOW

I listened to *“The 11 Proven Prospecting Pointers Every Recruiter Needs to Know.”*

- What’s the difference between a lead and a qualified applicant?

Lead:

Qualified Applicant:

- List three current leads you would like to meet with. What next step should you take with each to find out if he or she can become a qualified applicant?

Lead Name	Next Step
1.	
2.	
3.	

- List three current qualified applicants you would like to sell to. What next step should you take with each?

Applicant Name	Next Step
1.	
2.	
3.	

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

WHY IS YOUR APPLICANT SO DIFFICULT?

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Why is Your Applicant so Difficult?"

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Why is Your Applicant so Difficult?" Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Why Is Your Applicant So Difficult?”

- What are the 7 reasons cited in the audio for why applicants may be resistant to you?
 1. *Lack of first-hand knowledge regarding military service or the **Air Force Reserve**.*
 2. *A sense of skepticism about you, your opportunities, or the **Air Force Reserve**.*
 3. *The need to compare.*
 4. *Ease or difficulty of processing.*
 5. *Not having a complete understanding of what you and the **AFR** Recruiting opportunity and its related benefits can do.*
 6. *Poor presentation on your part.*
 7. *Poor customer service and bad experiences.*
- Which of these seem like the most common reasons YOU get resistance from applicants?
- Are there any OTHER causes of applicant resistance that are not on this list?
- What are some ways you can find out what is causing a specific applicant to be resistant?
- Work with the group to make a list of things you can do to avoid or reduce applicant resistance due to each of the seven causes listed. Discuss each suggestion.
- What does reducing resistance have to do with building trust and rapport?

SALES SUCCESS WORKSHEET

WHY IS YOUR APPLICANT SO DIFFICULT?

I listened to *“Why is Your Applicant so Difficult?”*

- What are the two most common reasons you get resistance from your applicants?

1. _____

2. _____

- What will you do to avoid or reduce the resistance you get for each of these reasons?

1. _____

2. _____

- What materials or information do you need to help you avoid/reduce resistance for these reasons?

- What if your applicant isn't resistant for either of the reasons above? What are some questions you could ask to get more information about why a particular applicant is resistant?

1. _____
2. _____
3. _____
4. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

PRE-CALL PLANNING

1. THE POWER OF PRE-CALL PLANNING
2. PRE-CALL PLANNING IN A NUTSHELL
3. HOW TO EFFECTIVELY PREPARE FOR THE APPOINTMENT
4. PLANNING AND SCHEDULING: WHAT'S THE DIFFERENCE?

MANAGER'S MEETING GUIDE

THE POWER OF PRE-CALL PLANNING

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "The Power of Pre-Call Planning."

Notes:

3. Develop at least one personal anecdote about this topic:

- How did proper Pre-Call Planning help you? What did you NOT know that hurt you?
- What have you observed a good recruiter doing to pre-call plan? What were that recruiter's results?

4. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

1

2

3

4

Topics for Discussion/Action at Your Training Meeting on “The Power of Pre-Call Planning”

- Ask the group to volunteer examples of when something they learned about a lead during the pre-call planning phase definitely helped them gain an accession. What was the information learned? How did they discover it? How did it help?
- Ask the participants for examples of times that they realized they were unprepared for the sales interview. What were you missing? Could you have uncovered the information you needed if you had pre-call planned better?
- What are some of the best ways to find pre-call planning information in our business?
- Ask people to discuss:
 1. *What do your competitors know about you or the Air **Force Reserve** that’s hurting you? What can you do about it?*
 2. *What sets you apart from your competition?*

SALES SUCCESS WORKSHEET

THE POWER OF PRE-CALL PLANNING

I listened to *"The Power of Pre-Call Planning."*

- Give an example of a time that information you knew before a sales interview helped you gain an accession.

- Give an example of when you were "surprised" in a sales interview and how it worked against you.

- Name one lead you hope to interview in the next month.

See if you can answer the following questions about this lead:

Who else are you competing with?

What is your competitor's unique advantage? Their weaknesses?

Where is this lead in the decision-making process?

Are there any availability constraints?

What is this lead's previous experience with the military?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

PRE-CALL PLANNING IN A NUTSHELL

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Pre-Call Planning in a Nutshell."</p>
<p>3. Key points to remember:</p>	<p>There are three things you should know before you conduct a sales interview. If you know the answers to these three questions, you will be far ahead of your competition and will likely have a productive appointment:</p> <ol style="list-style-type: none">1. What do you want to accomplish on this appointment?2. How will you handle resistance?3. What action do you want from the lead or applicant at the end of the appointment?
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Pre-Call Planning in a Nutshell”

- What are the three questions you should ask yourself before any sales interview?
- How confident were you that you could answer each question for the interview you described on the Sales Success Worksheet? What information are you missing (if any)?
- If you are having trouble answering the three questions for your upcoming appointment, where or how can you get the information you need? What has worked for you in the past?
- Why do you think it's important to set a goal for each interview? What are some goals you have set for interviews?
- What are some good ideas you have for handling resistance?

SALES SUCCESS WORKSHEET

PRE-CALL PLANNING IN A NUTSHELL

I listened to "Pre-Call Planning in a Nutshell."

- What are the three questions you should ask yourself before each sales interview?

1. _____
2. _____
3. _____

- What is the date of your next appointment?

With Whom?

- What are the answers to each of the three questions for this lead or applicant?

1. _____

2. _____

3. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW TO EFFECTIVELY PREPARE FOR THE APPOINTMENT

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How to Effectively Prepare for the Appointment."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none">• Pre-call planning improves your chances of success• Seek-out source of pre-call planning information• Be familiar with the "Dozen Truths"• Understand the four roles in every recruiting transaction
<p>4. Develop at least one personal anecdote about this topic:</p>	<p>Notes (What happened? When? How did it affect you, personally?):</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1 2 3 4

Topics for Discussion/Action at Your Training Meeting on “How to Effectively Prepare for the Appointment”

- Why do you think pre-call planning can help you stay in control of the recruiting process?
- Has anyone had an experience when you said the wrong thing to a lead or applicant and knew it right away? How could you have avoided making that mistake?
- What are the 12 things you should know before you ever get face-to-face with a lead or applicant? Can anyone remember any? How often are you even CLOSE to having all 12 answered before you call on your lead or applicant?
- Of the four places to look for information about your target markets, which do you use most often? Do you think you are under-using any of the four?
The four are:
 1. *Internet*
 2. *Other recruiters*
 3. *Internal advocates*
 4. *Clubs, associations, and community-service groups*

SALES SUCCESS WORKSHEET

HOW TO EFFECTIVELY PREPARE FOR THE APPOINTMENT

I listened to *"How to Effectively Prepare for the Appointment."*

- What do you think is the best reason for thorough pre-call planning?

- How can pre-call planning help you stay in control of the recruiting process?

- Have you had an experience when you said the wrong thing to a lead or applicant and knew it right away? Describe.

How can you prevent yourself from making this type of mistake again in the future?

- Which of the resources mentioned during this audio will you use better in the future for pre-call planning?

1.

2.

3.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

PLANNING AND SCHEDULING: WHAT'S THE DIFFERENCE?

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Planning and Scheduling: What's the Difference?"

Notes:

3. Key points from this week's audio:

- A plan tells you what to do. A schedule merely tells you when to implement the plan.
- The concept of inter-locking objectives:
 - What must happen?
 - How long will it take for each of these things to happen?
 - How do I prioritize these activities?
 - How do I allocate the time for these activities to occur?
- Three tips to improve scheduling:
 - 1) When traveling to a particular spot, say to yourself "What time do I have to leave to get there?" And add twenty percent (20%).
 - 2) Schedule activities on the quarter of the hour.
 - 3) If you think something is going to take a certain amount of time, add twenty or forty percent.
- The single biggest key to time-management is SELF-DISCIPLINE.

4. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Planning and Scheduling: What’s the Difference?”

- What do you think planning and scheduling have to do with Pre-Call Planning?
- Describe a time that you managed your time improperly and it caused you a problem. How did you (or can you) avoid making the same mistake again?
- Describe a time that you could have prioritized your tasks better. Do you think the system described in this audio makes sense?
- Quickly make a list of up to ten things you have on your to-do list right now:
 - Prioritize your list as A, B, or C items
 - Then look at all of the ones you called A’s, and prioritize them as AAA, AA, or A
 - The AAA’s then become your first priority items

Note to Leader: Be sure to allow participants enough time to work through this activity during the meeting.

- Did you develop a plan for one of your leads or applicants? What is your objective for this person?
- How do you think planning specifically for each of your target segments would help you gain more accessions?

SALES SUCCESS WORKSHEET

PLANNING AND SCHEDULING: WHAT'S THE DIFFERENCE?

I listened to *"Planning & Scheduling: What's the Difference?"*

- What does this audio have to do with pre-call planning?

- What problems do you have with planning and scheduling? (Time allocation? Organization?)

- Choose one lead or applicant:

Name:

- Develop a plan for this person.

What is your objective?

By when?

What do you need to make your plan work?

What is your SCHEDULE for engaging this person?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

SETTING & MAKING APPOINTMENTS

1. EFFECTIVE TELEPHONE TECHNIQUES
2. EIGHT WAYS TO BUILD A POSITIVE FIRST IMPRESSION
3. WHY OPENING IS MORE IMPORTANT THAN CLOSING
4. HOW TO EFFECTIVELY ENGAGE YOUR LEAD OR APPLICANT

MANAGER'S MEETING GUIDE

EFFECTIVE TELEPHONE TECHNIQUES

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.	Date of training meeting: _____ Time of training meeting: _____ <input type="checkbox"/> I have invited my team.
2. Listen to this week's audio lesson.	<input type="checkbox"/> I have listened to "Effective Telephone Techniques."
3. Key coaching points to remember for this week's training meeting:	<ul style="list-style-type: none">• One fundamental truth about leads and applicants: They pay attention to recruiters they perceive have something valuable and important to say to them.• Ten ways to increase the likelihood that a person will return your phone call:<ol style="list-style-type: none">1. Communicate clearly that you'd like them to return your call – don't be shy, tentative, OR too aggressive about it.2. Communicate the best times for them to return your call.3. Be sure to leave your name - slowly and clearly.4. Leave your number twice – Take the time to spell out the name of your organization.5. Explain what the Reserve does AND provide a taste of the benefits they could receive.6. Be very clear about the time you'll call them back – should they not be able to return your call.7. Don't be surprised or shocked if they don't return your call – however, if only 20% take the time, you've increased your odds.8. Consider providing your lead or applicant with the name of someone else who can field their calls should you not be there.9. Make your message long enough to make your point, but don't take it to the point that it becomes a full-blown monologue.10. Monitor your percentage of return calls so you know something about your return effectiveness.
4. Get ready for your training meeting the day before it's going to be held:	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1

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3

4

Topics for Discussion/Action at Your Training Meeting on “Effective Telephone Techniques”

- Does anyone remember any of the ten ways to increase the likelihood that a lead or applicant will return your phone call? What were they? Let’s list all ten on the whiteboard/flip chart.
- Has anyone tried any (or all) of these techniques before? What were the results?
- On your Sales Success Worksheet, you were asked to come up with 3 leads or applicants you’d like to recruit. Then, you were supposed to write telephone messages for each of the three people.
- Ask a few volunteers to read their messages aloud for the group.
- Next, I’d like for you to practice each of your three messages aloud to a partner. Partners, be sure to give constructive feedback.
- When we leave this meeting, I’d like each of you to commit to using telephone messages like the ones you developed on the Sales Success Worksheet for your leads and applicants. I’ll be following up with you to see if your call-backs have increased or improved otherwise.
- (SUPERVISOR: Remember to follow up!)

SALES SUCCESS WORKSHEET

EFFECTIVE TELEPHONE TECHNIQUES

I listened to “*Effective Telephone Techniques.*”

- Make a list of 3 leads or applicants you would like to recruit.

Leads or Applicants:

1. _____
2. _____
3. _____

- What should your telephone message be for each of these 3 people?

Leads or Applicants:

1. _____

2. _____

3. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

EIGHT WAYS TO BUILD A POSITIVE FIRST IMPRESSION

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Eight Ways to Build a Positive First Impression."

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Eight Ways to Build a Positive First Impression." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Eight Ways to Build a Positive First Impression”

- What ARE the 8 ways to build a positive first impression?
 1. *Create a confident manner*
 2. *Present a neat, professional appearance*
 3. *Smile*
 4. *Use a person’s name and pronounce it correctly*
 5. *Set a tone of importance*
 6. *Don’t apologize for taking someone’s time*
 7. *Be comfortable*
 8. *Position yourself*
- Which of the 8 things do you do most often? What is it about them that works for you?
- Which of the 8 things COULD you be doing? Why do you think they would help you?
- What are some ways you’ve found to help yourself relax before and during sales interviews?
- Most of us have said this, or something like it: “I know you’re a busy person and I do appreciate you taking time to see me.” Why is it such a bad thing to say?
- How should you be positioning yourself from the first minute of your sales interviews?

SALES SUCCESS WORKSHEET

EIGHT WAYS TO BUILD A POSITIVE FIRST IMPRESSION

I listened to *“Eight Ways to Build a Positive First Impression.”*

- Which of the 8 things do you do most often?

- Which of the 8 things do you do least often?

- What will you work on to do better?

- How should you position yourself from the very first minute of your sales interview?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

WHY OPENING IS MORE IMPORTANT THAN CLOSING

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Why Opening Is More Important than Closing."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none"> • "Primary Perception" is a decision maker's reaction to the opening SECONDS of a sales interview. • How you open a sale is far more important than how you close — but salespeople typically are taught far more about <u>closing</u> than opening! • Only 2-4% of decision makers subjected to a "hard close" made a purchase... and 70% of those who bought cancelled their orders! • Seven biggest mistakes recruiters make when opening a sales interview: <ol style="list-style-type: none"> 1. Small talk 2. Opportunity, product or service reference 3. Benefit claim 4. Provocative question 5. Domination 6. Reserve reference (Company Reference) 7. Quality claim • The best way to open a sales interview is to use a Primary Bonding Statement: "We've discovered that if we can help our applicants get exactly what they want, things work out best for everyone... and that's the way we'd like to work with you. To do that, would you mind if I asked you a few questions?"
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

1 2 3 4

Topics for Discussion/Action at Your Training Meeting on “Why Opening Is More Important Than Closing”

- Has a salesperson ever tried to use a “hard close” on you? How did it make you feel? Did you buy? Why or why not?
- Have you ever tried to use a “hard close” yourself? Did it work? Why or why not?
- What are the seven biggest mistakes recruiters can make when opening a sale? Can you remember any of them? Have you ever MADE any of the mistakes yourself? Discuss.
- Do you agree or disagree that opening is more important than closing? What about that makes sense to you (or doesn't make sense to you)?
- Practice using a Primary Bonding Statement with a partner.

SALES SUCCESS WORKSHEET

WHY OPENING IS MORE IMPORTANT THAN CLOSING

I listened to *“Why Opening is More Important than Closing.”*

- Do you know any “closers” (Military or Civilian)?

What kind of success do they have?

Do you think it’s related to their closing abilities or to some other factor(s)?

- Have you tried to use any of the traditional, stereotypical “hard-closing” techniques mentioned during the audio?

Are you comfortable using them? Why or why not?

What results do you get?

- Write out a sample Primary Bonding Statement that you do use or could use with your applicants.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW TO EFFECTIVELY ENGAGE YOUR LEAD OR APPLICANT

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How to Effectively Engage Your Lead or Applicant."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none"> • The underlying purpose of an initial face-to-face meeting with a lead or applicant is simply to set the sales process in motion. It <u>isn't</u> to allow you to sell yourself. • There are four key purposes of an initial face-to-face meeting: <ol style="list-style-type: none"> 1. To build trust 2. To build rapport 3. To allow you to measure your lead or applicant's receptivity to seeing you 4. To allow the lead or applicant to carry on an unsolicited conversation – if he or she chooses to do so • Your purpose is NOT to get someone to like you. Instead, your goal is to get them to <u>trust</u> you – and there's a big difference. • To reduce the lack of trust that can exist when you first engage a lead or applicant and begin building trust: <ul style="list-style-type: none"> - Eliminate tension-inducers BEFORE the call - Look for ways to help your lead or applicant relax - Be a good guest! - Avoid small talk unless the lead or applicant initiates it - Get to the point of your visit quickly - Use a Statement of Intention - Avoid being abrupt ("If I could show you how you could save..., you'd be interested, right?") - Make it absolutely natural
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “How to Effectively Engage Your Lead or Applicant”

- What do you think good pre-call planning has to do with effectively engaging your leads and applicants when you meet with them? Discuss.

A good answer:

If you've adequately pre-call planned, your focus is now on your lead or applicant – not yourself or your problems. And attention builds trust.

- Practice issuing a Statement of Intention with a partner:
“I'd like to have a chance to meet you and ask you a few questions to see if we may have something that could be of value to you.”
- Does anyone remember the “extra” statement you can add to the end of the Statement of Intention that will REALLY build trust?

Answer:

“I can promise you this. If together, we see that I can't help you, I certainly can recommend someone who can.”

- Many recruiters are reluctant to use the “extra” statement. Are you? Why/why not?
- Can you think of a time when you didn't engage your lead or applicant well? How did your lead or applicant act? What do you think you did wrong? What could you do better next time?

SALES SUCCESS WORKSHEET

HOW TO EFFECTIVELY ENGAGE YOUR LEAD OR APPLICANT

I listened to *“How to Effectively Engage Your Lead or Applicant.”*

- What does “letting your lead or applicant carry on an unsolicited conversation if he or she chooses to do so” mean?

- How can you do a better job building trust and rapport with your lead or applicant?

- Which of the 8 ways to reduce tension will work best for you?

1. _____

2. _____

3. _____

- Have you ever mistaken being liked for being trusted? Describe the situation.

In the end, did you lose the sale? Win the sale? Why?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

ASKING THE RIGHT QUESTIONS & LISTENING

1. A RECRUITER'S SINGLE GREATEST WEAPON
2. EIGHT WAYS TO IMPROVE YOUR LISTENING SKILLS
3. THE FIVE BASIC BUYING MOTIVES
4. FIVE SECRETS TO BEING A GREAT LISTENER

MANAGER'S MEETING GUIDE

A RECRUITER'S SINGLE GREATEST WEAPON

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "A Recruiter's Single Greatest Weapon."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none"> • Asking and getting complete answers to good questions is a key part of making a sale. • The audio identified several questions you should answer in the Investigate Step before making contact: <ul style="list-style-type: none"> - What do I believe this person would find most beneficial about joining the Reserve? - What do I think they would find least beneficial? - What other options are there for them to consider? - What questions are they likely to ask me? - If I'm visiting a school or influencer in my recruiting zone, what are the formal and informal structures of the organization? - What kind of interesting information or opportunities do I have to offer to them? • The audio also identified several questions you should answer in the Investigate step after you have made contact, but not met face-to-face for an interview. <ul style="list-style-type: none"> - What's the Behavior Style of this lead? - What prompted this person to agree to contact or speak to me in the first place? - What is their previous experience with the military? - Would any of my other applicants or unit members know this person? - Would any of my influencers know them? - Is this person the decision maker? If not, who else is involved? - Is this person qualified to join the Reserve? • Types of questions to ask during the sales interview: <ul style="list-style-type: none"> - Open-ended - Close-ended - Reflective - Throwback - Directive - Feedback - Multiple choice
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “A Recruiter’s Single Greatest Weapon”

- How often do you feel under-prepared when you start an interview? Have you ever THOUGHT you were prepared, but realized that you didn’t have all the information you should have had? Discuss.
- On a scale of one to ten, how much information do you typically know about your leads when you conduct a sales interview? (One is “not much,” and Ten is “a lot”)
- Why are pre-call planning questions so important in the Investigate Step?
- What are some good questions YOU’VE asked to get your leads and applicants to open up to you about what they like about the **Reserve** Recruiting opportunity and why they are interested in it? Why do you think your questions work so well?
- Role play with each of the seven types of questions. Ask your team to rate each other on the strengths of their questions.

SALES SUCCESS WORKSHEET

A RECRUITER'S SINGLE GREATEST WEAPON

I listened to "A Recruiter's Single Greatest Weapon."

- **Make a list of at least 5 good questions you could ask a current lead or applicant. Use at least 3 of the following models and identify the model you used after each question:**
 - Open-ended Question ("What are you looking for that you haven't found?")
 - Reflective Question ("So what you're telling me is... Is that correct?")
 - Directive Question ("Can you tell me more about that situation?")
 - Multiple Choice Question ("Would you prefer to work indoors or outdoors?")
 - Closed-ended Question ("Do you have any unpaid parking tickets?")
 - Throwback Question ("How important is that to you?")
 - Feedback Question ("Does this look like it may work for you?")

Lead or Applicant's Name:

Questions:

1.

2.

3.

4.

5.

- **Bring this worksheet to the next training meeting and be prepared to discuss your answers.**

MANAGER'S MEETING GUIDE

EIGHT WAYS TO IMPROVE YOUR LISTENING SKILLS

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Eight Ways to Improve Your Listening Skills."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none">• There are two master keys to recruiting success:<ol style="list-style-type: none">1. Asking means that if you pose enough of the right questions, of the right people, during your sales interviews, you are more likely to gain a lot of accessions.2. Listening means that it's absolutely critical for a recruiter to pay attention - careful attention - to what the applicant truly says - and then determine what they really mean by what they said.• The 8 ways to improve your listening skills are:<ol style="list-style-type: none">1. Listen with your eyes, your mind, your heart and your ears to be truly receptive.2. Give your applicant your undivided attention.3. Focus on what the applicant says. Avoid trying to figure out what that person is going to say or what you're going to say in return.4. Never interrupt – but be very interruptible.5. Control outside interruptions and distractions as much as you possibly can.6. Get your whole body involved in listening and show that you're truly paying attention. Look the person squarely in the eye, if you're face-to-face.7. Never over-react to highly charged words or tones. Hear the person out, then respond.8. Make notes of important points. Gather stars.
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Eight Ways to Improve Your Listening Skills”

- One of the most important points in this audio was the statement that “You need to be persuasive about things your applicants tell you that they want to be persuaded about.” What do you think that means? What does that have to do with listening skills?
- Have you ever talked too much during a sales interview? How did you know you were talking too much? What was the result of your interview call?
- Why do you think recruiters are afraid to ask clarification questions like, “What do you mean by that?” or “Could you clarify that for me?”
- How often do you make notes during sales interview? Do you find that your notes help you?
- Which of the eight listening skills do you need to improve on the most? Why do you think these particular skills are a challenge for you?
- What are some techniques YOU use for ensuring that you pay attention to what your applicants are telling you and really hear what they are telling you?

SALES SUCCESS WORKSHEET

EIGHT WAYS TO IMPROVE YOUR LISTENING SKILLS

I listened to *“Eight Ways to Improve Your Listening Skills.”*

- Which three listening skills mentioned during the audio do you need to improve on the most?

1. _____
2. _____
3. _____

- Why do you think these particular skills are challenges for you?

1. _____

2. _____

3. _____

- What strategies could you use to improve these skills in the future?

1. _____

2. _____

3. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE FIVE BASIC BUYING MOTIVES

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The Five Basic Buying Motives."</p>
<p>3. Key Coaching Points to remember for this week's training meeting:</p>	<ul style="list-style-type: none">• There are five basic buying motives:<ol style="list-style-type: none">1. Financial Gain2. Peace of Mind3. Pleasure4. Pain avoidance5. Pride• Dominant Buying Motives:<ul style="list-style-type: none">- Common thread throughout the lead's or applicant's answers- Once identified, questions should be aimed in the direction of the thread
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “The Five Basic Buying Motives”

- Do you see trends with your leads and applicants as far as “buying motives” go? If so, what are those trends?
- Do the trends vary according to the target segment you are working in at the time? If so, what have you learned?
- What are some good questions you’ve asked to help uncover buying motives?
- Why do you think reflective questions are so valuable when you are probing for the dominant buying motive? (Reflective questions allow you to re-state or rephrase what the lead or applicant said, and then you follow-up your summary with a question such as “Is this correct?”)

SALES SUCCESS WORKSHEET

THE FIVE BASIC BUYING MOTIVES

I listened to *"The Five Basic Buying Motives."*

- For each of the five basic buying motives, write down a question you could ask to discover if your lead or applicant is driven by that buying motive. Use different questions than those mentioned during the audio.

Lead or Applicant's Name:

Questions:

1. Financial Gain:

2. Peace of Mind:

3. Pleasure:

4. Removal of Pain:

5. Pride:

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

FIVE SECRETS TO BEING A GREAT LISTENER

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Five Secrets to Being a Great Listener."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none">• The five secrets to being a great listener are:<ol style="list-style-type: none">1. Have pre-prepared questions: If you're sitting there thinking about what you're going to ask next – you're not listening to that lead or applicant.2. Write down the answers: Don't forget to ask permission to take notes. But if you're writing down notes about the answers, it forces you to continue listening carefully.3. Ask feedback or reflective questions: They help you get some information about whether or not your presentation is on target or if what you heard is correct.4. Listen for concept, tone, and emotion: Don't try to isolate specific things, or major in minors, getting caught up in one or two specific phrases.5. Rephrase what you heard with a Summary Statement: "What I heard you say was... is that correct?"
<p>4. Develop a personal anecdote about this topic:</p>	<ul style="list-style-type: none">• What happened? Was it a case when you didn't listen well enough? Was it a case when you DID listen and heard something critical that helped you gain an accession? <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>5. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Five Secrets to Being a Great Listener”

- What ARE the five secrets to being a great listener?
- Why should you have questions prepared and ready before a sales call?
- What kind of information do you need to get from your lead/applicant? (personal goals, interests, problems, difficulties, experiences, availability, influencers in their lives, etc.)
- Share an example of the questions you prepared and wrote on your Sales Success Worksheet.
- Can anyone share a story about a time that they didn't listen well enough and missed something important? How about a time that you DID listen and heard something critical that enabled you to gain an accession?

SALES SUCCESS WORKSHEET

FIVE SECRETS TO BEING A GREAT LISTENER

I listened to *"Five Secrets to Being a Great Listener."*

- Choose one lead or applicant you are meeting within the next week.

Name:

- With this appointment in mind, prepare a list of questions you'll ask. Take a copy of this list with you when you have the meeting.

1. _____
2. _____
3. _____
4. _____
5. _____

- Write down all of the answers you hear. Summarize the responses below.

1. _____
2. _____
3. _____
4. _____
5. _____

- Remember to ask feedback questions based on the person's response!

Other notes on the call? Jot them here and bring this sheet to the next training meeting.

- Be prepared to discuss how having pre-prepared questions impacted the interview process.
- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MAKING AN EFFECTIVE PRESENTATION

1. HOW DOES YOUR SALES PRESENTATION MEASURE UP?
2. SECRETS & TIPS TO GIVING AN EFFECTIVE SALES PRESENTATION
3. SKILLS NEEDED TO DELIVER A SUCCESSFUL GROUP PRESENTATION
4. WHAT'S ALL THIS FEATURE/BENEFIT STUFF ANYWAY?

MANAGER'S MEETING GUIDE

HOW DOES YOUR SALES PRESENTATION MEASURE UP?

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "How Does Your Sales Presentation Measure Up?"

Notes:

3. Prior to the training meeting, ask yourself these questions:

- In general, how effective are the sales presentations your recruiters give?
- What do you think they do especially well? What makes it so good?
- What do you think they do poorly? Are there any tools or materials you could give them to help them IMPROVE in this area?
- How often do you go out in the field with your recruiters and give them "curbside coaching"? (You should be in the field at least quarterly with each person!)

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

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4

Topics for Discussion/Action at Your Training Meeting on “How Does Your Sales Presentation Measure Up?”

- The audio for this topic could also have been called, “Ten real world, how-to-do-it strategies to present what you have – most effectively.” Who remembers any of the ten?
- How often do you think recruiters over-complicate their sales presentations? If you’ve done it, why? How could you tell you had made things complicated?
- On your Sales Success Worksheet, what was it that you said made your sales presentations special, better, and/or more effective than other people’s?
- It’s common for recruiters to present commitment too early in the sales process. What are some reasons you can think of that would make this happen? What can you do to avoid this problem?
- What are some examples of a feedback question. Why do you think asking “feedback questions” is so important?

SALES SUCCESS WORKSHEET

HOW DOES YOUR SALES PRESENTATION MEASURE UP?

I listened to *"How Does Your Sales Presentation Measure Up?"*

- How effectively do you give your applicants a "show they'll never forget"? What about your sales presentations is special, better, and/or more effective than other people's?

- Which of the 10 things mentioned during the audio do you NOT do as well as you could?

1.

2.

3.

- What can you do to improve each problem area?

1.

2.

3.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

SECRETS & TIPS TO GIVING AN EFFECTIVE SALES PRESENTATION

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a team member to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Secrets & Tips to Giving an Effective Sales Presentation."

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Secrets & Tips to Giving an Effective Sales Presentation." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Secrets & Tips to Giving an Effective Sales Presentation”

- The strongest word a recruiter could ever use is the word “Recommend.” And what we recommend is that you say, “Based upon what you’ve told me, this is the recommendation of the **Reserve** Opportunity that I think would work for you.” What do you need to have done earlier to make a recommendation?
 1. *Prepared carefully for your appointment*
 2. *Built trust and rapport with your applicant*
 3. *Asked a variety of questions about your applicant’s needs and wants*
- The average presentation consists of six to eight features or benefits. After 24 hours the average applicant remembers only one of them. And in 39% of the cases they remember that one – incorrectly. How many features or benefits does YOUR typical presentation have?
- What’s the difference between a feature and a benefit?
- What features of the **Reserve** recruiting opportunity do you think give you the greatest competitive advantage over other military branches?

SALES SUCCESS WORKSHEET

SECRETS & TIPS TO GIVING AN EFFECTIVE SALES PRESENTATION

- I listened to "Secrets & Tips to Giving an Effective Sales Presentation."
- The word "recommend" is one of the most powerful you can use... I commit to begin making recommendation-based presentations today.

- What do you need to add, change, or subtract from your presentations to make it a truly recommendation-based presentation?

- List three current applicants. What do you THINK each of the three might be looking for from the Reserve?

1.

What should your next step be to find out if you're right about what they are interested in?

2.

What should your next step be to find out if you're right about what they are interested in?

3.

What should your next step be to find out if you're right about what they are interested in?

- What features of the Reserve recruiting opportunity do you think give you the greatest competitive advantages over other military branches?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

SKILLS NEEDED TO DELIVER A SUCCESSFUL GROUP PRESENTATION

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Skills Needed to Deliver a Successful Group Presentation."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<p>There are 12 tips for making a successful group sales presentation:</p> <ol style="list-style-type: none">1. Know what you're getting into before you get there2. Develop an internal advocate3. Prepare your presentation carefully4. Arrive at least 45 minutes prior to presentation5. Visualize yourself being successful6. Check, double-check, and triple-check everything7. Check your uniform8. Greet as many participants as possible9. Keep your presentation simple (not too many points)10. Don't turn down the lights in the room11. Never apologize for lack of experience or comfort with equipment, errors in your presentation, or anything else12. Close your presentation with power
<p>4. Develop at least one personal anecdote about presenting to a group:</p>	<p>NOTES: What happened? What did you learn?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1 2 3 4

Topics for Discussion/Action at Your Training Meeting on “Skills Needed to Deliver a Successful Group Presentation”

- Who here LIKES giving group presentations? Why?
- Who here DOESN'T LIKE giving group presentations? Why?
- Which of the 12 tips do you think is most useful for you, personally?
- What was the hardest group presentation you've ever had to give? What was the result? What did you learn?
- What advice would you give a friend who needed to make a group presentation?
- What ONE presentation skill will you work to improve before your next group presentation? How will you improve it?

SALES SUCCESS WORKSHEET

SKILLS NEEDED TO DELIVER A SUCCESSFUL GROUP PRESENTATION

I listened to *“Skills Needed to Deliver a Successful Group Presentation.”*

- Which of the 12 you heard during the audio are the hardest for you?

1. _____
2. _____
3. _____

When is your next group presentation? To Whom?

Date: _____

Audience: _____

What is the goal of the presentation?

Who is your internal advocate at this organization?

What ONE presentation skill will you work to improve on for this next presentation?

What will you do to improve it?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

WHAT'S ALL THIS FEATURE/BENEFIT STUFF ANYWAY?

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "What's All This Feature/Benefit Stuff Anyway?"</p> <p>Notes:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>3. Complete the Sales Success Worksheet on your own.</p>	<p><input type="checkbox"/> I have completed the Sales Success Worksheet.</p>
<p>4. Consider these questions prior to your training meeting:</p>	<ul style="list-style-type: none">• How difficult was it for you to do the exercise?• Do you think your recruiters know how to sell benefits, not just features?• Do you think your team's sales presentations are too feature-loaded? How can you encourage your recruiters to focus more on BENEFITS to their leads/applicants?
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “What’s All This Feature/Benefit Stuff Anyway?”

- What is a feature? What is a benefit? How are they different?
- Why do you think some recruiters have a tendency to treat features and benefits as if they were of equal value? Why shouldn't they?
- How many features and benefits does the average lead or applicant remember from what you present?

Average sales presentation consists of 6-8 features or benefits. After 24 hours, the average lead or applicant remembers only one, and in 39% of cases they remember the one incorrectly. In 49% of the cases, they actually “remember” something that wasn't brought up at all! How should you adjust your sales presentation now that you know this?

- Give me three example features from your Sales Success Worksheet. What is the benefit associated with the first feature we have? How about the questions to find out if your lead or applicant has a need for this benefit?

NOTE TO LEADER: *Work through several examples as a group. At the end of the meeting, consider consolidating all the responses into a “cheat sheet” of questions that will be useful for the entire team to reference during future sales interactions.*

SALES SUCCESS WORKSHEET

WHAT'S ALL THIS FEATURE/BENEFIT STUFF ANYWAY?

I listened to *“What’s All This Feature/Benefit Stuff Anyway?”*

- What is the difference between a feature and a benefit?

Feature:

Benefit:

- Complete the Feature/Benefit Exercise.

1. List 3 features of the Reserve lifestyle opportunity.
2. Write down the corresponding benefit of each feature.
3. Develop two questions you could ask your leads or applicants to get them talking more about their Need for each specific benefit.

Example Feature: Commissary shopping

Example Benefit: Cost savings on groceries

Example Question: How much do you usually spend each month on groceries?

Feature	Benefit	Questions
		1. 2.
		1. 2.
		1. 2.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

APPLYING & CONVINCING

1. MAKING APPLICATION-BASED SALES PRESENTATIONS WORK FOR YOU
2. FOUR PROVEN WAYS TO PRESENT THE RECRUITING OPPORTUNITY
3. PROVING YOUR CLAIMS
4. RELIEVING YOUR APPLICANT'S FEAR OF COMMITTING

MANAGER'S MEETING GUIDE

MAKING APPLICATION-BASED SALES PRESENTATIONS WORK FOR YOU

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Making Application-Based Sales Presentations Work for You."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• Demonstration-based presentations present a laundry list of features and benefits, without any personalization.• Application-based presentations are targeted to an applicant's specific problems, issues, or needs.<ol style="list-style-type: none">1. Recommend only the most appropriate recruiting opportunity.2. Tailor the presentation to the applicant's needs and wants.3. Give the applicants a show they'll never forget.4. Involve your applicants from the word "Go."
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1

2

3

4

Topics for Discussion/Action at Your Training Meeting on “Making Application-Based Sales Presentation Work for You”

- Describe an example of where the salesperson tried to sell you something, using demonstration-based selling techniques. Did you buy the product? Why or why not?
- What does “recommending only the most appropriate recruiting opportunity” mean to you? Have you ever avoided telling an applicant about an opportunity they were qualified for so that you could sell them the opportunity you wanted to sell? Why? How did you feel about doing that?
- Have you ever found yourself focusing on yourself instead of the applicant during a sales presentation? Why do you think that happened? Were you thinking about your own needs and wants instead of the applicant’s needs and wants?
- Have you ever been guilty of “dumping benefits” the applicant wasn’t interested in hearing about? How did the applicant react? Why do you think you resorted to benefits-dumping?
- What do you do or say to get your applicants physically, intellectually, and emotionally involved in the sales process when you apply your solutions? How can you tell if they are responding favorably?

SALES SUCCESS WORKSHEET

MAKING APPLICATION-BASED SALES PRESENTATIONS WORK FOR YOU

I listened to *"Making Application-Based Sales Presentations Work for You."*

- Have you ever avoided telling an applicant about an opportunity they were qualified for so you could sell them the opportunity you wanted to sell? Why? How did that make you feel?

- Have you ever found yourself focusing on yourself instead of the applicant during a sales presentation? Why do you think that happened?

- Have you ever been guilty of trying to sell features and benefits your applicant wasn't interested in? Why? How did the applicant react?

- What do you do to get your applicants physically, intellectually, and emotionally involved when you present your solutions? How can you tell if they are responding favorably?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

FOUR PROVEN WAYS TO PRESENT THE RECRUITING OPPORTUNITY

BEFORE YOUR TRAINING MEETING

<p>1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p>Leader's Name: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Four Ways to Present the Recruiting Opportunity."</p>
<p>3. Key coaching points for this week's sales meeting:</p>	<ul style="list-style-type: none"> • Applicants will probably only see you make one sales presentation - so make it good. • Four prove ways to present the recruiting opportunity: <ol style="list-style-type: none"> 1. Avoid making commitment the issue. 2. Focus on the benefits, not the features or commitment. 3. Focus on value and work to deliver it. 4. Relate every benefit to value. • Tangible benefit: A value you can hear, touch, taste, or smell. • Intangible benefit: A value that has more to do with emotions, logic, or some unseen factor.
<p>4. Follow up with the guest leader.</p>	<p>Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Four Proven Ways to Present the Recruiting Opportunity." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.</p>
<p>5. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Four Proven Ways to Present the Recruiting Opportunity”

- How often do your non-prior service members object to the length of the commitment? What about prior-service applicants?
- Have you ever found yourself getting nervous when it comes time to state the commitment? Why or why not?
- What are the most common benefits your non-prior service applicants are interested in receiving? What about your prior service applicants? If they are different, why do you think that's the case?
- What are some things you do or say to your applicants to keep them focused on the benefits and not on the commitment?
- How do you help your applicants take “ownership” of the recruiting opportunity you are presenting?

SALES SUCCESS WORKSHEET

FOUR PROVEN WAYS TO PRESENT THE RECRUITING OPPORTUNITY

I listened to *“Four Proven Ways to Present the Recruiting Opportunity.”*

- What do you do in advance of your sales interviews to ensure your presentation goes well?

- Do you ever get nervous when it comes time to present the commitment? Why or why not?

- What are the most common benefits your non-prior service applicants are interested in receiving? What about prior service applicants?

- What are things you do or say to keep your applicants focused on the benefits and not on the commitment?

- How do you help your applicants take “ownership” of the recruiting opportunity you are presenting?

- Do you think your applicants who commit do so more for tangible benefits or the intangible benefits? What makes you say that?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

PROVING YOUR CLAIMS

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Proving Your Claims."

3. Key coaching points for this week's sales meeting:

- People are often skeptical of retainers:
 1. Recruiters have something to gain by the transaction.
 2. Leads and applicants have had the truth stretched before in their lives.
 3. People are jaded by oversell in the media.
- Five claim provers:
 1. Never make a claim you can't back up with facts.
 2. If you can prove, show your evidence.
 3. Reinforce all claims visually.
 4. Let your leads & applicants experience the claims for themselves.
 5. Repeat important claims and proofs.
- Four witness pointers:
 1. Ask for written endorsements from every satisfied unit member you recruit.
 2. Carefully select the endorsements.
 3. Treat endorsements with dignity and respect.
 4. Involve happy unit members with leads and applicants.

4. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Proving Your Claims”

- Do you sometimes feel your applicants don't believe everything you tell them? If so, why do you think they might feel that way?
- What are some of the most common claims you make for the **Reserve** recruiting opportunity? How do you go about proving those claims?
- Do you ask unit members you recruit for written testimonial letters? If so, about how many letters do you have and where do you keep them? If not, what's keeping you from asking for the letters?
- How often do you take your applicants on unit visits to see the places where they could be assigned? How well does that activity usually work for you?
- What are the names of the two best unit members you can refer your applicants to talk to? Why are they the best?
- Have you ever introduced an applicant to a unit member who presented a negative picture of the **Air Force Reserve** lifestyle? Did you “lose” that applicant? If you did not lose that applicant, what did you do to convince the applicant to commit anyway?

SALES SUCCESS WORKSHEET

PROVING YOUR CLAIMS

I listened to "Proving Your Claims."

- What are the three common claims you make for the Reserve recruiting opportunity? How do you prove those claims?

Claim #1: _____

Proof: _____

Claim #2: _____

Proof: _____

Claim #3: _____

Proof: _____

- Do you ask the people you recruit for testimonial letters? If so, how many have you collected? If not, what's preventing you from asking for the letters?

- Who are two unit members you could ask for testimonial letters the next time you see them?

Unit Member #1: _____

Unit Member #2: _____

- Who are the two best unit members you know that you can refer your applicants to talk to?

Unit Member #1: _____

Unit Member #2: _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

RELIEVING YOUR APPLICANT'S FEAR OF COMMITTING

BEFORE YOUR TRAINING MEETING

<p>1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p>Leader's Name: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Relieving Your Applicant's Fear of Committing."</p>
<p>3. Key coaching points for this week's training meeting.</p>	<ul style="list-style-type: none">• Fear of loss can be as powerful as the desire for gain. Some applicants fear losing Reserve benefits they are being offered. Fear of the unknown, fear of making a mistake or fear of ridicule can cause an applicant not to commit.• As trust in you and confidence in the value you offering rises, the fear of re-committing disappears.• Three Fear Relievers:<ol style="list-style-type: none">1. Reconcile the decision to commit with their value system.2. Help them expand their own self-beliefs.3. Assure them of the wisdom of their choices.
<p>4. Follow up with the guest leader.</p>	<p>Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Relieving Your Applicant's Fear of Committing." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.</p>
<p>5. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team

Topics for Discussion/Action at Your Training Meeting on “Relieving Your Applicant’s Fear of Committing”

- What are some of the biggest fears about committing that your applicants have voiced to you? How did you respond?
- What are some things you have done or helped your applicants to do to help them step outside of their comfort zone and expand their personal belief system?
- How did you go about assuring your applicants they are making a wise decision by joining the Air Force Reserve?
- When was the last time you had someone verbally commit to joining the Reserve and then later tried to back out of the commitment? Why did they change their mind about joining? What, if anything, were you able to do about it, and what lessons did you learn?

SALES SUCCESS WORKSHEET

RELIEVING YOUR APPLICANT'S FEAR OF COMMITTING

I listened to *"Relieving Your Applicant's Fear of Committing."*

- What are three of the biggest fears about committing your applicants have voiced to you? How do you usually respond to each fear?

Fear #1: _____

Response: _____

Fear #2: _____

Response: _____

Fear #3: _____

Response: _____

- What are some things you have done or helped your applicants to do to help them step outside of their comfort zone and expand their personal belief system?

- How do you go about assuring your applicants they are making a wise decision when they commit to joining the Air Force Reserve?

- When was the last time you had someone verbally commit to joining the Reserve and later tried to back out or did back out of the commitment? Why did they change their mind about joining? What, if anything, were you able to do about it, and what lessons did you learn?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

OVERCOMING OBJECTIONS

1. FOUR WAYS TO MENTALLY AND EMOTIONALLY RESPOND TO STALLS AND OBJECTIONS
2. THE MAGIC OF IDENTIFYING OBJECTIONS
3. THE ROLE OF TENSION, RESISTANCE AND OBJECTIONS IN A SALE
4. STEPS TO NEGOTIATION MASTERY

MANAGER'S MEETING GUIDE

FOUR WAYS TO MENTALLY AND EMOTIONALLY RESPOND TO STALLS AND OBJECTIONS

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Four Ways to Mentally and Emotionally Respond to Stalls and Objections."

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Four Ways to Mentally and Emotionally Respond to Stalls and Objections." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Four Ways to Mentally and Emotionally Respond to Stalls and Objections”

- What’s the difference between an objection and a stall? Which do you experience most often? Which do you find easier to manage?
- Is anyone willing to describe a time he/she responded to an objection or stall with anger or resentment? What happened? If you faced the same situation again, what would you do differently?
- Is there anything someone who’s about to stall or make an objection is likely to do? What signs do they show? What can you do if you observe any signs that an objection or stall is coming?
- What are some of the best ways you’ve found to calm down when you’re feeling angry or frustrated when you’re dealing with a difficult applicant?
- What did you hear in this audio that struck you as most helpful/interesting/useful?
- Was it hard to brainstorm 5 ways to overcome an objection? Why or why not?
- Let’s choose the most common objection that we hear. Then, we’ll work as a group to write everyone’s suggestions for overcoming that objection down on the whiteboard... that way we can see how many solutions we all have together.

SALES SUCCESS WORKSHEET

FOUR WAYS TO MENTALLY AND EMOTIONALLY RESPOND TO STALLS AND OBJECTIONS

I listened to *“Four Ways to Mentally and Emotionally Respond to Stalls and Objections.”*

- **What is your most common negative response to stalls and objections?**

- Anger, Frustration, and Resentment
- Stubborn Persistence
- Feeling Like a Victim

- **Do the creativity exercise described during the audio.**

I've done the creativity exercise.

What were some of your observations/thoughts on this exercise?

- **What is the most common objection you hear?**

- **On a separate page, try to list 5 ways to overcome or respond to the objection.**

I've done the creativity exercise.

Was it hard to make the list? Easy? Why?

- **Bring this worksheet to the next training meeting and be prepared to discuss your answers.**

MANAGER'S MEETING GUIDE

THE MAGIC OF IDENTIFYING OBJECTIONS

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The Magic of Identifying Objections."</p>
<p>3. Key coaching points to remember for this week's training meeting:</p>	<ul style="list-style-type: none">• Objections are problems that you flush out by asking the right questions before you make any recommendations.• Asking the right questions related to potential objections ensures the objections never come up in the first place and tells you exactly how to present your opportunity in a way that deals with objections before they ever arise.• Identifying objections is actually uncovering and isolating obstacles that may cause your applicant NOT to make a buying/commitment decision.• Objections typically occur for one of three reasons:<ol style="list-style-type: none">1. You have not created value.2. You have not met a specific need.3. You have not removed a fear.
<p>4. What are the most common objections YOU hear?</p>	<ul style="list-style-type: none">• _____• _____• _____
<p>5. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Magic of Identifying Objections”

- What are the three most common objections you hear? Can you anticipate them when you're talking with an applicant?
- What are some questions you can use to find out if one of the common objections will arise with a new applicant?
- What are the three primary reasons for objections?
- What is the difference between an objection and a stall? Is how you handle a stall different from how you handle an objection?
- When in the sales process do you most often hear objections?
- Are there any techniques you didn't hear mentioned in the audio that you have used successfully to identify objections before they occur?

SALES SUCCESS WORKSHEET

THE MAGIC OF IDENTIFYING OBJECTIONS

I listened to *"The Magic of Identifying Objections."*

- **What objections do you hear most often from your applicants?**

Example: "I didn't like the career field I was in on active duty."

1. _____
2. _____
3. _____
4. _____

- **What questions could you ask during the questioning phase to find out if any of these are going to be objections for the particular applicant you're talking with?**

Example: "If you could have changed one thing about your experience on active duty, what would it have been?"

1. _____
2. _____
3. _____
4. _____

- **Are there any other ways you can anticipate/identify these objections before they become an issue?**

- **Bring this worksheet to the next training meeting and be prepared to discuss your answers.**

MANAGER'S MEETING GUIDE

THE ROLE OF TENSION, RESISTANCE AND OBJECTIONS IN A SALE

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "The Role of Tension, Resistance and Objections in a Sale".

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "The Role of Tension, Resistance and Objections in a Sale" Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

1
2
3
4

Topics for Discussion/Action at Your Training Meeting on “The Role of Tension, Resistance and Objections in a Sale”

- Why is resistance a two-way street? In what way?
- Why do you think recruiters inadvertently set up resistance and increase tension in a sales interview?
- What does pre-call planning have to do with managing objections and reducing tension?
- What are some ways you’ve observed your applicants to be resistant? How have you handled these situations and reduced the level of tension successfully?
- Is there any technique described in this audio that you will begin using yourself?

SALES SUCCESS WORKSHEET

THE ROLE OF TENSION, RESISTANCE AND OBJECTIONS IN A SALE

I listened to *"The Role of Tension, Resistance and Objections in a Sale."*

- How effectively do you manage tension and resistance in your sales interviews?

- Give an example of a time that you experienced tension and/or resistance in a sales interview.

- What are the best tips you learned from this audio about reducing tension and resistance?

- ---
- ---
- ---
- ---
- ---

- What should you do if your applicant defers to another individual?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

STEPS TO NEGOTIATION MASTERY

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson and complete this week's Sales Success Worksheet on your own.

I have listened to "Steps to Negotiation Mastery" and completed the Sales Success Worksheet.

3. Develop at least one personal anecdote about this topic. It can be something you experienced yourself, or something you observed a salesperson or a recruiter do, etc.:

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Steps to Negotiation Mastery”

- What are the differences between stalls, objections, and true negotiation tactics?
- What are the five key elements of negotiating successfully?
 1. Know what your applicant wants to achieve.
 2. Be absolutely sure your recommended actions exceed the other person's expectations.
 3. Present your recommendations in such a way that the value exceeds the perception of commitment.
 4. Be prepared to negotiate certain conditions or service levels.
 5. Have the sense not to give away too much to gain an accession.
- What do your applicants most often attempt to negotiate? What's the best way you've found to overcome it?
- Do you, as a customer, ever try to negotiate? What do you do? What techniques work best for you? (...and doesn't it make sense that if YOU negotiate, your applicants will too?)

SALES SUCCESS WORKSHEET

STEPS TO NEGOTIATION MASTERY

I listened to “Steps to Negotiation Mastery.”

- What are the differences between a stall, an objection, and a negotiation tactic?

Stall:

Objection:

Negotiation Tactic:

- What negotiation tactic do you hear the most often from your applicants?

- What did you hear during this audio that will help you manage the negotiation process better? How will you use the information you learned?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

VALUE-ADDED SELLING

1. SELLING AGAINST YOUR COMPETITION
2. HOW MUCH VALUE DO YOU BRING TO YOUR APPLICANTS?
3. CREATING VALUE BY STACKING BENEFITS
4. BUILDING AND SUSTAINING MOMENTUM

MANAGER'S MEETING GUIDE

SELLING AGAINST YOUR COMPETITION

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Selling Against Your Competition."

3. Key points for this week's training meeting.

- Applicants have many choices - there are a dozen active and reserve components
- Price versus Cost of joining:
 - Price is the initial commitment. (Example: attend Basic Training and Technical Training School; serve one weekend a month and two weeks a year for six years, plus two years in the IRR.)
 - Costs includes risk of life, possibility of activation and deployment, potential job conflicts, loss of some personal freedoms, etc.
- The armed services are not all the same; it takes a recruiter to point out the differences.
- Commitment is often a bigger issue in the mind of the recruiter than the applicant.
- Learn all you can about your competition, but don't compare apples to apples; compare apples to pears - focus on the differences.
- Only recommend solutions that meet your applicant's needs and wants.

4. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Selling Against Your Competition”

- Which branch of service provides you with the greatest competition? Why? How do you overcome their competitive advantages?
- What are some of the most common non-military competitive factors you have to sell against? (Example: family, civilian job, etc.) What makes those factors difficult to overcome?
- Define the price of joining the **Reserve**.
- Define the cost of joining the **Reserve**.
- How often do you hear objections or complaints about the length of commitment (price of joining)?
- How do you handle applicants who say the price of joining is too high?
- How do you handle applicants who say the cost of joining is too high?
- What are some of the ways you differentiate yourself and the **Air Force Reserve** from your competition?

SALES SUCCESS WORKSHEET

SELLING AGAINST YOUR COMPETITION

I listened to *“Selling Against Your Competition.”*

- What organizations, civilian and military, provide your greatest competition? Why?

- What do you say when an applicant tells you the “price” of joining the Air Force Reserve is too high?

- What do you say when an applicant tells you the “cost” of joining the Air Force Reserve is too high?

- What are some of the ways you differentiate yourself and the Air Force Reserve from your competition?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW MUCH VALUE DO YOU BRING TO YOUR APPLICANTS?

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How Much Value Do You Bring to Your Applicants?"</p>
<p>3. Key points to remember from this audio.</p>	<ul style="list-style-type: none"> • Value = Perceived Benefits/Perceived Price. In other words, if you see that you're going to get more benefits than what you're going to have to give up to receive those benefits, then you see value. • Five things top recruiters do regularly to enhance the value they bring to the recruiter-applicant relationship: <ol style="list-style-type: none"> 1. Invest the time to learn as much about their applicants as possible. 2. Don't waste their applicants' time. 3. Ask the right questions. 4. Recommend the right solutions - they aren't "pitch men (or women)." 5. Let their applicants buy when they want to buy... no pressure selling. • Three strategies for increasing the value you bring: <ol style="list-style-type: none"> 1. Position yourself carefully and wisely. 2. Maintain your presence. 3. Strive to be top-of-mind for your applicants and influencers in ways that add value.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “How Much Value Do You Bring to Your Applicants?”

- What's the Value Formula, and why is it so important?
- How often do you think you, as a recruiter, are the PRIMARY reason why an applicant joins the **Air Force Reserve**? What do you do that makes you special to your applicants?
- Have you ever bought anything from a specific salesperson that you could have gotten somewhere else? Why did you buy from THAT salesperson? Would you buy from him/her again?
- How often do you think you become an “order taker” or a “middle man/woman” between your unit of assignment and your applicant? Why is it easy to let this happen? How can you prevent it?
- What one idea from this audio do you think is most likely to improve the level of value you, as a recruiter, bring to your applicants? Do you think it will increase your accessions as a result?

SALES SUCCESS WORKSHEET

HOW MUCH VALUE DO YOU BRING TO YOUR APPLICANTS?

I listened to *“How Much Value Do You Bring to Your Applicants?”*

- Are you, personally, a reason why your applicants join the Air Force Reserve? Or do you perceive yourself as a go-between for your unit and the applicant?

- If not, how can you become a reason your applicant commits? List at least two ideas you learned during this audio for improving the level of value you bring to your applicants.

Idea # 1:

Idea # 2:

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

CREATING VALUE BY STACKING BENEFITS

BEFORE YOUR TRAINING MEETING

<p>1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p>Leader's Name: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Creating Value by Stacking Benefits."</p>
<p>3. Key Coaching Points for this week's training meeting:</p>	<ul style="list-style-type: none"> • Applicants object to the commitment when they believe the value they would receive is less than what they have to give up to receive the benefits. • Prevent the commitment from becoming an issue by focusing on the benefits, not the commitment. • Use the Benefits-Stacking Formula to build value and reduce the perception of commitment. <ul style="list-style-type: none"> - Benefit - Benefit - Benefit - Commitment - Benefit - Benefit - Benefit
<p>4. Follow up with the guest leader.</p>	<p>Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Creating Value by Stacking Benefits." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.</p>
<p>5. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “Creating Value by Stacking Benefits”

- Before learning about the Benefits-Stacking Formula, how did you present the benefits and the commitment?
- On the average, how many problems, issues, or needs (stars) do you try to uncover from each applicant?
- How comfortable are you with using the Benefits-Stacking Formula? If you are not comfortable, why do you think you feel that way?
- Which of the six tips for preventing the commitment from becoming a major issue do you already use?
- What mistakes do you think you sometimes make when presenting the commitment?
- Role play presenting the commitment and use the Benefits-Stacking Formula.

SALES SUCCESS WORKSHEET

CREATING VALUE BY STACKING BENEFITS

I listened to “*Creating Value by Stacking Benefits.*”

- Before learning about the Benefits-Stacking Formula, how did you present the benefits and commitment to your applicants?

- Which of the six tips for preventing the commitment from becoming a major issue do you already use with your applicants?

- Which of the six tips that you haven’t been using do you think you will start using? How do you think it will help you?

- What’s the biggest challenge you have when it comes time to present the commitment?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

BUILDING AND SUSTAINING MOMENTUM

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Building and Sustaining Momentum."</p>
<p>3. Key coaching points for this week's sales meeting:</p>	<ul style="list-style-type: none"> • The cornerstone of a successful recruiter is personal accountability. • Five common traits of top performing recruiters: <ol style="list-style-type: none"> 1. Strong knowledge of Air Force Reserve recruiting opportunity and can apply it 2. Strong selling skills 3. Optimistic, resilient and competitive 4. Physical stamina 5. Enjoy being a recruiter • Ten essential "truths" of being a successful recruiter: <ol style="list-style-type: none"> 1. Success is progressive and gradual. 2. Life isn't fair. 3. Self-discipline is the differentiator. 4. Unique in-depth wisdom about your areas of endeavor that others don't have. 5. Potential is not to be saved, it is to be used. 6. No one will ever be more successful than they see themselves being. 7. Success is more about listening than talking. 8. Don't major in minors or confuse activity with results. 9. Master your emotions, instead of allowing your emotions to master you. 10. Successful people have heroes.
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none"> • Make sure the meeting room seating is arranged for group discussion. • Be sure to have at least one large whiteboard and/or flip chart with markers. • Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Building and Sustaining Momentum”

- Do you believe success breeds motivation or motivation breeds success? Explain your answer.
- Why is personal accountability so important to becoming a successful recruiter?
- Have you ever blamed an applicant or an **Air Force Reserve** staff agency or policy for failing to gain an accession? Looking back, what, if anything, could you have done differently with the applicant?
- Which traits of top performing **Air Force Reserve** recruiters do you think you possess? Give some examples of how you have used those traits.
- Which of the ten essential success truths do you believe are most important?
- Describe someone who has been a hero or mentor to you in your recruiting career. What have they done to earn that title?

SALES SUCCESS WORKSHEET

BUILDING AND SUSTAINING MOMENTUM

I listened to *“Building and Sustaining Momentum.”*

- Do you believe success breeds motivation, or motivation breeds success? Explain your answer.

- Have you ever blamed an applicant or an Air Force Reserve staff agency or policy for failing to gain an accession? Looking back, what, if anything, could you have done differently with the applicant?

- Which one of the five common traits of top performing recruiters is your strongest? Why do you say that?

Number: _____

- Which one of the five common traits of top performing recruiters is your weakest? How can you go about strengthening that trait?

Number: _____

- Which three of the ten success “truths” do you agree with the most? Why?

Number: _____

Number: _____

Number: _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

FINALIZING SALES

1. ASKING AN APPLICANT TO COMMIT IS HOW YOU MAKE THE SALE
2. IF YOU CAN'T CLOSE A SALE, YOU DON'T HAVE A SALE
3. THREE TIPS TO HELP YOU REINFORCE THE COMMITMENT
4. THE ONE SINGLE CHARACTERISTIC ALL QUALIFIED APPLICANTS HAVE IN COMMON

MANAGER'S MEETING GUIDE

ASKING AN APPLICANT TO COMMIT IS HOW YOU MAKE THE SALE

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Asking an Applicant to Commit is How You Make the Sale."</p>
<p>3. Key coaching points for this week's training meeting.</p>	<ul style="list-style-type: none">• Six primary reasons why recruiters don't make sales:<ol style="list-style-type: none">1. A lack of results orientation2. A lack of assertiveness3. A lack of sales skills4. A lack of confidence or self-worth5. A lack of belief in the Air Force Reserve recruiting opportunity6. Failing to use all six steps of IMPACT• Eight strategies for finalizing transactions:<ol style="list-style-type: none">1. Understand what your real job is: recruiting people into the Air Force Reserve.2. Learn how to use feedback questions to be sure you're on target.3. Learn how to listen and observe better.4. Master the art of value-added selling.5. Be sure you're in front of qualified applicants who really have the authority to say "yes."6. Believe in yourself, IMPACT, your organization, and your recruiting opportunity so much that you badly want others to become a part of it — and ask them to do so.7. Master the Assumptive Close to finalize a transaction and use it consistently.8. Learn the fundamentals of negotiation, and learn how to ask people to commit after agreeing on terms.
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “Asking an Applicant to Commit is How You Make the Sale”

- Why have you, personally, failed to complete sales? Have you ever simply NOT asked for the commitment? Why? What was the outcome?
- What is the easiest way that you have found to ask for your applicant to commit? What words do you use to ask?
- Which of the eight tips mentioned during the audio did you select as your “most likely to use” tip on your Sales Success Worksheet? Why did you pick that one? Were there others that seemed useful to you? Are there some you already use?
- Why do you think that being observant of your applicant’s verbal and non-verbal signals is so important? What do they tell you?
- How comfortable are you with negotiation? What are some techniques you’ve learned (or developed) for managing negotiations with applicants?

SALES SUCCESS WORKSHEET

ASKING AN APPLICANT TO COMMIT IS HOW YOU MAKE THE SALE

I listened to *"Asking an Applicant to Commit is How You Make the Sale."*

- Have you ever made it all the way through the sales process, but not asked the applicant to commit? When? Why? What was the outcome?

- Which of the causes of hesitating to ask for the commitment are you most often affected by? Why? What can you do about it?

- Which of the 8 tips mentioned during this audio will you begin to apply right away? Why did you select the one you chose?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

IF YOU CAN'T CLOSE A SALE, YOU DON'T HAVE A SALE

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "If You Can't Close a Sale, You Don't Have a Sale."

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "If You Can't Close a Sale, You Don't Have a Sale." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “If You Can’t Close a Sale, You Don’t Have a Sale”

- What are the five things that must occur for you to make a sale? Why are these five things so important?
 1. *Positive rapport, acceptance and trust.*
 2. *You’re in front of the right person at the right time with the right message.*
 3. *You’ve qualified the applicant correctly and presented the right solution for their problems or interests.*
 4. *You’ve created sufficient value for the **Air Force Reserve** Recruiting opportunity.*
 5. *You’ve successfully completed the first five steps of IMPACT.*
- What are “assuming the sale” and “the assumptive close”? Do you use the assumptive close? If not, do you see why assuming the sale works so well?
- What are some of the non-verbal signals mentioned during the audio that tell you applicants are getting ready to commit? Were any of the buying signals new to you?
- What are “feedback questions”? Can anyone give some examples of what they are and how to use them?

MANAGER'S MEETING GUIDE

THREE TIPS TO HELP YOU REINFORCE THE COMMITMENT

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "Three Tips to Help You Reinforce the Commitment."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• Sometimes recruiters lose applicants between the time they say "yes" to joining for duty and the day they report – simply because they don't reinforce the commitment.• Three key ways to reinforce the commitment:<ol style="list-style-type: none">1. Compliment your applicant on their decision to become a member of the Air Force Reserve.2. Assure your applicant's satisfaction and work to deliver it.3. Begin to service beyond any reasonable level of expectation.
<p>4. Describe a personal experience you have had with reinforcing sales/commitment - either as a recruiter yourself or as a customer. What made the experience stand out, for good or for bad?</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>5. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “Three Tips to Help You Reinforce the Commitment”

- “People will not long remember all you said – but they will never forget how you made them feel.” What does this quote mean? What does it have to do with reinforcing the commitment?
- Have you ever had an experience when your applicant backed out — even though he/she had verbally agreed to join? Discuss what happened.
- What are some of the ways YOU have serviced applicants that reinforced their decision to commit?
- Which of the three reinforcement tips is the weakest for you? Why is it hard for you?
- What are some reasons why recruiters feel hesitant to ask for a referral from their most recent accessions? What can you do to overcome this hesitation?

SALES SUCCESS WORKSHEET

THREE TIPS TO HELP YOU REINFORCE THE COMMITMENT

I listened to *“Three Tips to Help You Reinforce the Commitment.”*

- Have you ever lost an applicant after you thought you gained the commitment? Describe.

- Are you hesitant to ask for referrals from your most recent accessions? Why or why not?

- Which of the reinforcement tips are you most likely to apply? Why?

- Which of the reinforcement tips are you least likely to apply? Why?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE ONE SINGLE CHARACTERISTIC ALL QUALIFIED APPLICANTS HAVE IN COMMON

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The One Single Characteristic All Qualified Applicants Have in Common."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• The one characteristic all qualified applicants have in common is a relative sense of urgency to solve a problem, fill a need or get what they want.• Possible solutions:<ol style="list-style-type: none">1. Understand the decision-making time-frame of your applicants.2. Work "above the fray".3. Automate your efforts.4. Cultivate leads with the help of your influencers.5. Know what a failure to act now on your applicant's part will cost them.6. Stay alert to potential changes regarding the applicant's ability to continue processing.• Knowledge, education, and wisdom play a critical role in your success. Understanding your applicant's world requires educating yourself and gaining knowledge. It also requires knowing precisely how and exactly when to leverage your talents.
<p>4. Get ready for the training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/ or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “The One Single Characteristic All Qualified Applicants Have in Common”

- On any given month, what percentage of your leads and applicants do you think have a sense of urgency about joining the **Air Force Reserve**? What have you done in the past to encourage more of your leads and applicants to commit?
- What were some of the ways mentioned in the audio to help you be sure you are dealing with qualified applicants who DO have a sense of urgency about what you sell? How many of these things are you doing on a regular basis? Why or why not?
- What do you think that positioning on your part could have to do with getting in front of leads and applicants who are urgently ready to commit?
If you are positioned well, your leads and applicants will think of you FIRST when they are ready to make a commitment.
- How often do you find yourself presenting to leads who are just exploring options, but not ready to make a decision? What is your procedure for working with these people? How do you follow up with them?
- What's the longest processing cycle you've ever personally experienced? How long did it take for your applicant to make the decision? Why did it take so long? How hard did you have to work for the commitment?

SALES SUCCESS WORKSHEET

THE ONE SINGLE CHARACTERISTIC ALL QUALIFIED APPLICANTS HAVE IN COMMON

I listened to *“The One Single Characteristic All Qualified Applicants Have in Common.”*

- List two applicants you think are about ready to commit. Do you think each has a sense of urgency? Why or why not?

1. _____

2. _____

- What can you do if your applicants don't have a sense of urgency about joining?

- What will you do about the two people you listed above?

Applicant #1

Applicant #2

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MOTIVATION & SELF-CONFIDENCE

1. COMMON TRAITS OF THE TOP 20% OF RECRUITING PERFORMERS
2. HOW TO BUILD YOUR SELF-CONFIDENCE
3. HOW DO YOU CONSTANTLY STAY MOTIVATED AND PERFORM AT YOUR PEAK LEVEL?
4. HOW IMPORTANT FOR A RECRUITING PROFESSIONAL IS HANDLING REJECTION?

MANAGER'S MEETING GUIDE

COMMON TRAITS OF THE TOP 20% OF RECRUITING PERFORMERS

BEFORE YOUR TRAINING MEETING

1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Common Traits of the Top 20% of Recruiting Performers."

3. Key points to remember from this audio:

The common traits of the top 20% of recruiting performers are that they:

1. Have many of the characteristics of small business owners.
2. Achieve consistently high levels of activity from the first day that they're on the job.
3. Are "fundamentalists," in that they learn the basic skills, they refine those skills, and they're always prepared to perform those skills.
4. Exhibit initiative, preparation and control.
5. Are self-directed and self-initiating.
6. Have total mastery of fundamental skills.

4. Get ready for your training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “Common Traits of the Top 20% of Recruiting Performers”

- What are the main traits of the top 20% of recruiting performers?
- What does it mean if a recruiter often says any of the following?
 - “Tell me what to do.”
 - “Show me how to do it.”
 - “Time for me to leave.”
 - “I can’t do this extra effort.”
- What’s the difference in how the top 20% and the middle 60% of recruiting performers need to be managed?
 - Top 20% - need to be treated like successful business units
 - Middle 60% - need individualized, customized development opportunities
- What do you think should be done with the bottom 20% of recruiting performers?
- Where do you think you fall in the continuum (top 20%, middle 60% or bottom 20%)?
 - Why do you think you fall there?
 - What can you do to move up on the continuum?

SALES SUCCESS WORKSHEET

COMMON TRAITS OF THE TOP 20% OF RECRUITING PERFORMERS

I listened to “*Common Traits of the Top 20% of Recruiting Performers.*”

- What did you notice are the main traits of the top 20% of recruiters?

The middle 60%?

The bottom 20%?

- Do you think you are a sales “fundamentalist?” What do you think the fundamentals of sales are?

- How can you focus yourself on working as if you’re a small business owner?

- Describe a time you placed the blame for your recruiting problems on someone or something else. Why do you think you did that?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW TO BUILD YOUR SELF-CONFIDENCE

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How to Build Your Self-Confidence."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• The seven traits of self-confident people:<ol style="list-style-type: none">1. They focus and build on their abilities.2. They reduce and/or eliminate negative influences in their lives.3. They learn from the experiences of others.4. They prepare to be great... they practice!5. They keep an open mind.6. They recruit allies.7. They dwell on their successes.• Confidence is knowing that you know.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “How to Build Your Self-Confidence”

- What's one thing that you KNOW you KNOW?
- Discuss/analyze the statement: “Successful people get up in the morning because what they want to do is be in a position to justify the level of confidence they have in themselves.”
- What are the seven traits of self-confident people?
- How many of the seven traits of self-confident people do you think YOU have? Which of the seven do you think you need to develop more?
- How have you regained your confidence at a time you felt unmotivated or experienced a setback?
- Could you use more positive influences in your life? Where/how can you find them?

SALES SUCCESS WORKSHEET

HOW TO BUILD YOUR SELF-CONFIDENCE

I listened to “How to Build Your Self-Confidence.”

- What 7 traits are mentioned as characteristics of successful people? Do you think YOU exhibit any or all of these traits?

Trait	I believe I have this trait:
1. _____	yes / no
2. _____	yes / no
3. _____	yes / no
4. _____	yes / no
5. _____	yes / no
6. _____	yes / no
7. _____	yes / no

- Which of these traits do you need to commit to developing further?

- _____
- _____
- _____
- _____

- Describe a time you lost self confidence. What was the situation? How did you regain your self-confidence?

- What does “dwelling on your successes” mean to you?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW DO YOU CONSTANTLY STAY MOTIVATED AND PERFORM AT YOUR PEAK LEVEL?

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "How Do You Constantly Stay Motivated and Perform at Your Peak Level?"

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "How Do You Constantly Stay Motivated and Perform at Your Peak Level?" Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

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Topics for Discussion/Action at Your Training Meeting on “How Do You Constantly Stay Motivated and Perform at Your Peak Level?”

- What does “goal-directed” mean?
- On a scale of 1 to 10, where 10 is the highest, how goal-directed do you think you are? Why did you choose the number you did?
- What can you do to become MORE goal-directed?
- What are some of the skills associated with goal-directedness?
- Can I get some of you to share one example of
 - a) short-term
 - b) intermediate-term, and
 - c) long-term goal you set on your Sales Success Worksheet?
- When was the last time that you formally set goals for yourself? Did you write them down? Did you make a plan for achieving them? Why or why not?
- How often do you re-evaluate your priorities? How do you go about doing this?

SALES SUCCESS WORKSHEET

HOW DO YOU CONSTANTLY STAY MOTIVATED AND PERFORM AT YOUR PEAK LEVEL?

I listened to *“How Do You Constantly Stay Motivated and Perform at Your Peak Level?”*

- “Goal Directed” means:

- What are YOUR long-term, intermediate-term, and short-term goals related to recruiting?

Short-Term Goals	Projected Date	On Track to Reach?	What's your next step related to this goal?
		yes / no	
		yes / no	
		yes / no	
Intermediate-Term Goals	Projected Date	On Track to Reach?	What's your next step related to this goal?
		yes / no	
		yes / no	
		yes / no	
Long-Term Goals	Projected Date	On Track to Reach	What's your next step related to this goal?
		yes / no	
		yes / no	
		yes / no	

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW IMPORTANT FOR A RECRUITING PROFESSIONAL IS HANDLING REJECTION?

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How Important for a Recruiting Professional is Handling Rejection?"</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• Truly secure recruiters believe in their own value based on their own appreciation of themselves as individuals, not on the opinions of others.• There are eight skills associated with handling rejection:<ol style="list-style-type: none">1. Capacity to forge ahead in the face of adversity/difficulty2. Ability to handle criticism with no outward sign of resentment3. Ability not to take rejection as a personal affront4. Ability to self-motivate5. Capacity to recover quickly from setbacks6. Ability to handle feedback objectively and positively7. Capacity to move past setbacks without lengthy self-analysis or other delays8. Ability to take initiative when faced with adversity or setbacks
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

1
2
3
4

Topics for Discussion/Action at Your Training Meeting on “How Important for a Recruiting Professional Is Handling Rejection?”

- What are some of the reasons mentioned in the audio why people can't handle rejection?
- Have you ever had difficulty handling rejection? How did you feel? How did you get past it?
- How often do you, as a recruiter, have to deal gracefully with rejection? Daily? Weekly? Monthly?
- What are some ways to help improve/develop your own resiliency? What techniques for recovering more quickly from setbacks mentioned in the audio seem best for you?
- Have you set clear goals for your recruiting career as well as established short-term selling goals? What's the difference? How do they relate to one another?
- Discuss some of the ways mentioned in the audio to develop your own skills at handling rejection.

SALES SUCCESS WORKSHEET

HOW IMPORTANT FOR A RECRUITING PROFESSIONAL IS HANDLING REJECTION?

- I listened to “How Important For a Recruiting Professional is Handling Rejection?”
- I commit to listening to this audio again next month. Date: _____
(Remember to put this in your planner!)

- Describe a time you had to publicly admit you made a mistake or lost an applicant to your competition. What happened? How did it make you feel?

What have you done to avoid making that type of mistake again?

- What did you learn from this audio about developing your resiliency? What can you do to help yourself recover more quickly from setbacks?

- Which of the eight critical skills in handling rejection do you think YOU most need to work on? Choose 3-5 of these skills and commit to improving on them.

1. _____

2. _____

3. _____

4. _____

5. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

BONUS MATERIAL

1. RECRUITING, STRESS AND PRESSURE
2. THE MOST CLOSELY GUARDED SECRET IN RECRUITING
3. THE BIGGEST SECRETS OF HANDLING DIFFICULT APPLICANTS
4. HOW TO BE A SUCCESS STORY IN RECRUITING

MANAGER'S MEETING GUIDE

RECRUITING, STRESS AND PRESSURE

BEFORE YOUR TRAINING MEETING

1. At least a week in advance, select a person to lead the training meeting on this topic. Send an e-mail, voice mail, or memo inviting your team to the meeting, and inform them who the leader will be. Also, remind them to complete the week's listening assignment.

Date of training meeting: _____

Time of training meeting: _____

Leader's Name: _____

I have invited my team.

2. Listen to this week's audio lesson.

I have listened to "Recruiting, Stress and Pressure."

Notes:

3. Follow up with the guest leader.

Several days in advance of the scheduled meeting, check in with the individual whom you have chosen to lead the training meeting on "Recruiting, Stress and Pressure." Ensure that he/she has the support needed (materials, supplies, etc.) and that he/she has a solid understanding of the content to be presented. Share the Topics for Discussion/Action on the next page with the individual.

4. Get ready for the training meeting the day before it's going to be held:

- Make sure the meeting room seating is arranged for group discussion.
- Be sure to have at least one large whiteboard and/or flip chart with markers.
- Send an e-mail, voice mail, or memo reminder to your team.

1

2

3

4

Topics for Discussion/Action at Your Training Meeting on “Recruiting, Stress and Pressure”

- How did you feel about what you heard during this audio? Does recruiting really seem as stressful a career as being a surgeon or an air traffic controller? Why or why not?
- What are some ways that you have learned to tell when stress is getting to you? What is the major stressor for you? What do you do to manage your stress?
- How do you think YOUR stress can affect your recruiting?
- Do you have clear goals and a strategy for attacking every day? Why or why not? If you don't, what can you do to build them? What are some things you should think about?
- What is YOUR primary goal as a recruiter? What do you do every day to work toward that goal?

SALES SUCCESS WORKSHEET

RECRUITING, STRESS AND PRESSURE

I listened to *"Recruiting, Stress and Pressure."*

- What are the biggest sources of stress in your recruiting career? How do you try to manage each of them?

- Can you think of a time when your own stress levels caused you difficulty in recruiting people? Describe.

- What is your primary goal as a recruiter?

- List at least two longer term goals that you have for your profession. Then list ideas for ensuring that you take action on those goals everyday.

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE MOST CLOSELY GUARDED SECRET IN RECRUITING

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The Most Closely Guarded Secret in Recruiting"</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• The secret to recruiting is never just in the selling. It is, instead, always in the consistent, effective and ongoing effort tied to being in front of qualified applicants when they are ready to commit.• Five characteristics of a qualified lead:<ol style="list-style-type: none">1. They have a need for the Air Force Reserve Recruiting opportunity and are aware of it.2. They have the authority and ability to qualify for the Air Force Reserve lifestyle opportunity.3. They have a sense of urgency about the decision.4. They have a certain level of trust in you and the Air Force Reserve.5. They are willing to listen to you.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Most Closely Guarded Secret in Recruiting”

- What are the five characteristics of a qualified lead?
- How often do you think your leads are TRULY qualified – not just people who will listen to you (#5 only)? Were the two leads you described on the Sales Success Worksheet both completely qualified? If not, what is missing? What can you do about it?
- Does the secret to recruiting described during this audio surprise you for any reason? Do you think that YOUR success at recruiting is due to consistently and effectively being in front of qualified leads when they are ready to join? Why or why not?
- Have you ever presented a solution to an applicant who you thought was qualified – only to find out he/she wasn't? Why wasn't he/she? Is there any way you could have discovered this before your presentation?

SALES SUCCESS WORKSHEET

THE MOST CLOSELY GUARDED SECRET IN RECRUITING

I listened to *"The Most Closely Guarded Secret in Recruiting."*

- List two current leads. Then circle how many of the qualifying characteristics each one has:

	# Characteristics (circle)				
Lead #1	1	2	3	4	5
Lead #2	1	2	3	4	5

- What should your next step be with each lead, qualified or not?

- Have you ever presented a solution to an applicant who you thought was qualified - only to find out that he/she wasn't? Which of the five characteristics was missing? Was there any way you could have found out the applicant wasn't fully qualified before you conducted the interview?

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

THE BIGGEST SECRETS OF HANDLING DIFFICULT APPLICANTS

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have invited my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "The Biggest Secrets of Handling Difficult Applicants."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• Five things you need to do to deal with difficult applicants:<ol style="list-style-type: none">1. Anticipate problems before they have the chance to become problems.2. Maximize your knowledge of how to deal with people on the basis of their behavioral styles: Doer, Talker, Pacer, Controller.3. Focus on the issues – not the people.4. Don't overlook any problem – no matter what the size, because the difficult customer is going to look for ways to make the problem become even bigger.5. Work on the relationship: The stronger the relationship, the less likely you are to have problems.• Ways the four main behavior styles react to problems:<ol style="list-style-type: none">1. The Doer will become belligerent.2. The Talker will be emotional.3. The Pacer will slow down.4. The Controller will become very critical and analytical.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “The Biggest Secrets of Handling Difficult Applicants”

- How did the audio describe each of the four primary styles' response to problems?
 - *Doer* = belligerent
 - *Talker* = emotional
 - *Pacer* = slows down
 - *Controller* = becomes critical and analytical
- Discuss some tips for handling each reaction: What do you do when a difficult applicant is emotional? Belligerent? Etc.
- What are some of the common things that difficult applicants give you problems about? Is there any way you can anticipate these problems before they can come up?
- Do you have a “backup plan” if an applicant gets out of hand? Have you ever walked away from a difficult applicant or gotten angry yourself? How could you handle the same situation better if it happened again?

SALES SUCCESS WORKSHEET

THE BIGGEST SECRETS OF HANDLING DIFFICULT APPLICANTS

I listened to *"The Biggest Secrets of Handling Difficult Applicants."*

- Who are your two most difficult applicants you are currently working with?

1. _____
2. _____

- How can you anticipate the problems each applicant will give you?

1. _____
2. _____

- Which behavior style do you think each person is?

1. _____
2. _____

- How can you get each one to focus on the issues? What are the typical issues you have with each?

1. _____

2. _____

- Have you ever overlooked a problem with an applicant and then had it come back to bite you? Describe.

- Come up with two things you can do to try to improve your relationship with each difficult applicant.

1. _____
2. _____

- Bring this worksheet to the next training meeting and be prepared to discuss your answers.

MANAGER'S MEETING GUIDE

HOW TO BE A SUCCESS STORY IN RECRUITING

BEFORE YOUR TRAINING MEETING

<p>1. Schedule your training meeting, and send e-mail, voice mail, or memo to all of your team, informing them of date/time. Also, remind them to complete the week's listening assignment.</p>	<p>Date of training meeting: _____</p> <p>Time of training meeting: _____</p> <p><input type="checkbox"/> I have sent a reminder to my team.</p>
<p>2. Listen to this week's audio lesson.</p>	<p><input type="checkbox"/> I have listened to "How to Be a Success Story in Recruiting."</p>
<p>3. Key coaching points for this week's training meeting:</p>	<ul style="list-style-type: none">• Emotional maturity and accountability are essential to success in recruiting.• Capable, professional recruiters assume full accountability for their own successes and failures. They don't blame others, circumstances or conditions.• Six Affirmations for Accelerating Your Recruiting Career:<ol style="list-style-type: none">1. I will assume full responsibility for all of my own actions with every lead or applicant.2. I will assume full accountability for my own production results – both good and bad.3. I will not blame others, conditions or circumstances for any lack of success I may have.4. I will learn to compartmentalize my failures, move past them and concentrate on positive, productive activities.5. I will never allow any failure to become a part of my permanent record of feelings, actions or sense of self-worth.6. I will work with other team members to deliver positive results and totally enthusiastic applicants.
<p>4. Get ready for your training meeting the day before it's going to be held:</p>	<ul style="list-style-type: none">• Make sure the meeting room seating is arranged for group discussion.• Be sure to have at least one large whiteboard and/or flip chart with markers.• Send an e-mail, voice mail, or memo reminder to your team.

Topics for Discussion/Action at Your Training Meeting on “How to Be a Success Story in Recruiting”

- What is emotional maturity? Can anyone describe someone they know who seems to be emotionally mature?
- What about personal accountability? How do you think emotional maturity and personal accountability are similar/different?
- Have you ever found yourself making excuses for your recruiting results? Why do you think that temptation is so great for recruiters?
- What are some of the most common excuses you hear recruiters make for poor results?
- What were some of the affirmations listed during the audio for helping you accelerate your recruiting career? Do you think affirmations really can help you achieve greater results? Why or why not?
- Have you ever been in a recruiting slump? What got you to stay with recruiting as a career and move beyond the slump?
- What did your answers to the questions on the Sales Success Worksheet tell you? Is there any affirmation in particular that you should be paying close attention to?

SALES SUCCESS WORKSHEET

HOW TO BE A SUCCESS STORY IN RECRUITING

I listened to "How to Be a Success Story in Recruiting:"

• Quiz

1. When an applicant doesn't commit, do you blame:
 The Applicant?
 Your Own Organization?
 Other? _____
2. When a lead or applicant fails to appear for an appointment who do you blame?

3. Have you ever blamed your lack of success on the "cost" of the commitment or fewer features than your competition?
 Yes
 No
4. How often do you blame political, economic, or social conditions for your lack of success?
 Never
 Occasionally
 Frequently
 Almost Always
5. How often do you find yourself doing "busy work" instead of proactive, positive activity?
 Never
 Occasionally
 Frequently
 Almost Always
6. Do you avoid looking at hard, objective recruiting numbers to gauge your recruiting success (or lack of it)?
 Yes
 No
Why? _____

7. How well do you work with other members of your recruiting support team?
 Very Well
 Usually Fine - We have conflict occasionally, but we work through it.
 Not Well - We have a lot of conflict.

• What do these answers tell you?

• There were six affirmations mentioned during the audio. Put a checkmark next to the ones that you feel you should pay closest attention to:

- I will assume full responsibility for all of my own actions with every lead or applicant.
- I will assume full accountability for my own recruiting results - both good and bad.
- I will not blame others, conditions, or circumstances for any lack of success I may have.
- I will learn to compartmentalize my failures, move past them and concentrate on positive, productive activities.
- I will never allow any failure to become part of my permanent record of feelings, actions or sense of self-worth.
- I will work with other team members to deliver positive results and totally enthusiastic applicants.

• Bring this worksheet to the next training meeting and be prepared to discuss your answers.

