

# Corporate Behavior Analysts, Ltd.

## Tactics and Tips

### LEADERSHIP AND EMPLOYEE MORALE

In the first two issues of the CBA newsletter, we focused on actions owners can take to keep their companies healthy through the current recession.

In Volume 1, we discussed setting realistic financial goals and staffing for profit. In Volume 2, we focused on improving productivity and improving customer service. In this issue, we examine a more difficult subject, improving employee morale.

For managers, the concept of morale can be elusive. Does having good morale mean having happy employees? Can you have high morale and high productivity? Although good morale can be easy to recognize when you experience it, it can be difficult to define or measure. Likewise, even when it is easy to see that morale is low, the task of improving morale can seem

daunting; where to start, what to change? Despite the difficulty in defining, measuring, and changing morale, we know that creating and maintaining good morale is one key ingredient to a company's success, especially during difficult times.

Consider for a minute two Title companies, BTC and GTC. The two companies started in 1990 and both are located on the main street in a small Midwestern city. Like other title companies, in the last 15 months, each company experienced a significant decrease in orders and revenue, and each went through a difficult layoff, losing more than 15% of their workforce. As the market recovers, the owner of each company asked, "Is my company ready for a recovery?"

At BTC, the office physical

environment appears run down. The carpets look worn and the walls need painting. Beyond appearances, the company is having employee problems. For example, a number of the more experienced employees seem to be constantly complaining about the company, customers, and the less experienced employees. Among their complaints is the fact that there have been no raises in three years, they complain that the owner is gone a lot, and they say they are overworked. As an example of the bad feelings among staff, the Title staff created a separate lunch area, just for Title staff.

In addition to employee complaints, the company has a higher than normal level of absenteeism and employees being late to work.

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### TARGETING NEW SALES

In Title companies, too much time is spent calling on existing loyal customers.

Likewise, too little time is spent on actions designed to find new customers and obtain new sales. When the bottom dropped out of the real estate market in 2007, many Title agents experienced the down side of having a sales staff who were really marketers calling on existing loyal customers, what we call 80/20 or A list customers.

#### Marketing vs. Sales and the 80/20 rule

According to Laura Lake, at About.com, "Marketing...consists of the measures you use to reach and persuade your prospects that you are the company for them. It's the message that prepares the prospect for the sales. It consists of advertising, public relations, brand marketing, viral marketing, and direct mail. The sales process consists of interpersonal interaction. It is often done by a one-on-

one meeting, cold calls, and networking. It's anything that engages you with the prospect or customer on a personal level rather than at a distance."

In essence, marketing are those activities designed to make customers aware of your company and the advantages of doing business with you, whereas sales are those activities designed to ask for and receive an order, and then ask for another order, and another until the customer is a loyal customer.

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**“EMPLOYEES WHO LOVE THEIR JOB AND COMPANY ARE MORE PRODUCTIVE AND MORE ENGAGED WITH CUSTOMERS”**

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## NEW CBA WORKSHOPS IN 2009 / 2010

### Recruitment Interviewing and Hiring Practices

As the market starts to recover, and you start planning to add new staff, you want to make sure that you make good hires who can hit the ground running and are a good fit with your current staff and company. We can help you develop a successful interviewing and hiring process that will ensure you do not take any false steps or waste valuable time and resources.

### Putting Great Customer Service back into the Equation

During this recession, many title agencies have seen customer service levels suffer due to reduced hours of operations and staff reductions. It is time to start planning for how you can raise customer service levels, throughout your company, to attract and retain new customers and ensure loyal customers do not look elsewhere. CBA's WOW Customer Service Training provides a step by step process for managers and staff to put customer service back into the equation for staying competitive in the market place.

### Developing New Sales Strategies and Tactics

Now is the time to starting targeting new sales opportunities and tactics for 2010. Continued low interest rates and emerging market factors will mean that your customers will once again begin to see greater opportunities in the market and you need to be first in line to help them. CBA can help you develop a simple but thorough sales plan that will target your sales opportunities and detail what sales actions are needed to meet your revenue goals.

### Using Performance Measures to Make Management Decisions

It is critical that you have a process in place to track your monthly performance and that enables you to make timely management decisions. As order volume changes, you need to be able to change staffing levels at points where profit and productivity levels merit adjustments. CBA will help you install and manage a set of performance measures that will help you stay on top of the critical financial and operational decisions you need to be making.

### Building a strong Management Team

Your people are one of your most important resources and successful companies in the 21st century need strong leadership teams to help steer staff in the right direction. CBA can help you evaluate your management bench strength and provide training to develop a management team that works well together. Building a strong management team will be one of the most important steps you can take to make your company successful.

### New CBA Workshops in 2009 / 2010

1. **Recruitment Interviewing and Hiring Practices**
2. **Putting Great Customer Service back into the Equation**
3. **Developing New Sales Strategies and Tactics**
4. **Using Performance Measures to Make Management Decisions**
5. **Building a strong Management Team**

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### Other CBA Workshops

#### MANAGEMENT

Executive Leadership  
Unit Management  
Supervision  
Coaching  
Managing performance  
Setting business goals  
Measuring performance  
Employee evaluation  
Employee profiles  
Achieving goals  
Team management  
Team development  
Implementing change

#### SALES AND SERVICE

Basic sales  
Customer interviewing  
Customer profiling  
Market planning  
Sales planning  
Sales in the 21st century  
Sales management

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workshop to meet your staff training needs*



## EMPLOYEE MORALE

In terms of production, the Title Department has high turn times and the escrow files have errors that have to be corrected at the last minute.

At GTC things are a little different. Employees are less experienced, but they are well trained; they show up early, stay late, and often mention, "Loving their job." Everyone eats in the same area and once a week there is a potluck, and once a quarter a team dinner or breakfast. The company recently renovated its office making the environment warmer and more comfortable for customers. Each day there is a daily staffing, and everyone, including the owner and managers, work in one large area. Among the employees, there are the typical gripes and complaints, and not everyone likes everyone else, but most employees' say they feel appreciated and respected, and many comment they have at least one friend at work.

If you were to bet on which company will recover first, which would you choose? If you were a customer looking for a new place to close or an unemployed title professional looking for a job, which company would you choose? Of course, the answer is GTC.

If you were to guess which company had better employee morale, it would be easy to guess. Why? The answer is simple; leadership and management practices have been designed, to create a positive work environment and positive employee behavior.

In our experience, employee morale is affected by a number of factors (see list). While, no single factor or solution may be sufficient to improve morale, experience tells us a single factor can significantly lower morale.

Factors Affecting Morale:

- Employees hired
- Type of work
- Training
- Work methods
- Managers
- Management practices
- Work environment
- Customer behavior
- Leadership

For example, in colleges and universities, the chairperson of a department or the dean of a college is typically elected and often is hired from the outside. Hiring the wrong leader can throw a cohesive, competent, productive faculty in chaos. Likewise, promoting the wrong person to manage a Title Department or hiring the wrong closer can tear apart an existing team. This observation suggests that who you hire, and your recruitment and hiring practices, are critical to your company's continued positive morale, but may not be sufficient to turn a company around.

In companies with very high morale, the owners, managers, and employees are typically doing all kinds of things right and it may be hard to improve on what exists, whereas in companies with very low morale, the owners, managers, and employees may be doing so many things wrong that they might be better off starting from scratch.

Perhaps the company that faces the greatest challenge is the "Average" company. These companies get the work out and make money, but there is no vitality or spark among the employees and many feel like they are just filling in a space. In these companies, customers would rate the service they receive as "Good," not great. The difficulty for an Average company is they cannot afford to start from scratch,

rather they have to start with what they have and build from there.

If your company feels like it is "just getting by," then it may be time to formally assess employee morale and evaluate how your leadership and management practices are contributing to morale.

The best way to assess employee morale is to focus on behavior at work. Several business authors have suggested that many of the behaviors associated with high employee morale are linked to the concept of employee engagement. They argue that in companies where employees are engaged, morale is high.

The Ritz-Carlton Hotel Company, for example, believes the more engaged their employees are, the greater likelihood they will be more creative and able to perform at higher standards. Using a survey process, the Ritz-Carlton measures employee engagement on a regular basis. In their surveys, the hotels with the highest levels of staff engagement were among their best producing hotels, in terms of revenue and bottom-line results. At the Ritz Carlton hotels, having engaged employees is not an accident. Their recruitment and training process is intensive and they have a high level of empowerment and accountability combined with frequent assessment and measurement.

### ASSESSING MORALE

Creating a formal process for assessing employee morale like the Ritz Carlton does, may be more than you need at this moment, so here is a simpler process. Consider the list of behaviors shown in Table 1.

To get started, try observing these behaviors as you walk through the office and when you hold staff meetings.

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## WORK CULTURE

CBA has developed employee surveys designed to evaluate employee morale and assess a company's management and leadership

Contact us to learn how we can help you design and implement a customized, survey process for your agency.

## EMPLOYEE MORALE

Table 1

1. Is work finished early or on time?
2. Is work accurate and complete?
3. Is work consistent?
4. Do employees say positive things about the company?
5. Do employees say they enjoy their work?
6. Do employees talk positively about customers?
7. Do employees have friends at work?
8. Do employees interact with each other often or do they keep to themselves?
9. Do employees initiate actions without being asked or told?
10. Do employees volunteer to help others in various ways?
11. Do employees offer new ideas or solutions to problems?
12. Do employees get excited when the company, a team, or individual staff member has a success?
13. Are employees enthusiastic, pleasant, cheerful?
14. When asked would employees say, "I have what I need to get my job done successfully."
15. Would they recommend your company to their friends?
16. Do they believe their supervisor or manager cares about them?
17. Do they believe in the company's future?
18. Do they participate at meetings?
19. Are employee complaints about work or the work environment few in frequency?
20. Do employees get excited when they receive a compliment?

During these times, listen to employees as they talk with and about customers. When you have the opportunity, sit in on closings, and then talk to customers.

Finally, talk with your employees individually and ask them about how they feel about the company.

When you are done, if you can answer "Yes" to the majority of questions in Table 1, it is likely your employees are engaged and employee morale is high. If, on the other hand, you answered "No" to more than half the questions, it is likely you have a morale problem, and need to consider how your leadership, management, and business practices are affecting morale.

### TACTICS TO AFFECT MORALE

We said in our introduction that employee morale is affected by several factors and no single factor is likely to affect every employee. Nonetheless, we know that employee engagement is a key to success so here is a list of ideas

for managers to consider that have been shown to engage staff.

**Set and communicate clear expectations.** People often want structure in their work lives and many employees are goal driven, meaning they are affected by goals and will strive to achieve goals.

Here are a few ideas. Set weekly or monthly production team goals. As a part of your employee review process, develop professional development goals with individual employees. Assign special projects or initiatives to targeted staff and set project goals with timelines.

**Hold team meetings and make sure the employees view the meetings as effective and useful.** Manager often say that employees hate meetings or they have no time for meetings. The truth is everyone hates a purposeless meeting, that is, a meeting that wastes your time, but few people dislike a meeting where their ideas and opinions are solicited. Efficient meetings, meetings with a purpose,

meeting where ideas are shared, where decisions are made, are usually judged worthwhile.

**Put employee welfare at the top of your list.** Let employees take care of customers, the manager's job is to take care of employees. The job of the manager is to make sure that employees have all the tools necessary to do their best work.

Employee morale will be low in companies where managers and team leaders spend more time focused on personally serving customers or earning personal incentives, than they spend on teaching staff and standardizing work processes.

**Be caring and understanding but at the same time, be honest, direct, and sincere.** No one can be happy or productive working for a dictator. Likewise, no one can be happy working for someone who is a pushover.

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DESIGNING  
A PROGRAM  
FOR  
IMPROVING  
EMPLOYEE  
MORALE**

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## EMPLOYEE MORALE

Employees want a solid manager who is honest and will stand up for their interests. Perhaps worst of all is working for or with someone who is disingenuous, blames others, or lies.

**Be a role model.** Become more engaged in training and modeling for employees how to work with customers. The key is to act, as you want your employees to act. Talk positively about customers and the work. Never talk negatively about other employees or about customers. Look for opportunities to model the behavior you want: meet customers at the door in the reception area; stay late with a closer to help them with a closing, go on a sales call with another staff member; roll up your sleeves and examine a difficult file during a high volume period; pick up a commitment and hand-deliver it to a targeted customer or send a special note with an electronic transmittal of a document.

**Be accessible.** Communicate and interact with your employees daily. Walk the floor and talk with each employee several times a day (where possible). Grab your coffee first thing in the morning and circulate among cubicles or offices. Try to pick a standard time during the day when your door is always open. If you do this consistently and make a point of it, the message will get through to your staff. Ask questions and be a good listener. Solicit and act on employee ideas. Staff will be more motivated if they see their input is valued and acted on. It is always better for a

manager to use an employee idea because it builds ownership and pride. We always recommend managers to ask for employee ideas first.

**Ask for feedback from staff.** We encourage managers to ask for constructive / positive feedback about their performance and behavior. At the end of a staff meeting, ask "How do you think our team is doing?" "What can I do to be a better resource for you?"

**Provide frequent encouragement and praise.** Remember that rewards do not have to be money and the best rewards happen right after the behavior occurs. There is a simple concept called "catch 'em being good." It means praise the behavior you want when you see it. Do not wait until later. If you observe an employee demonstrating great service behavior, praise their behavior immediately.

**Show employees how their work contributes to the larger company.** For example, the purpose of the receptionist is not to check someone in for a closing; it is to create an exceptional first experience. Create tailored opportunities for employees to perform at their best. Most employees are good at several jobs or tasks, and great at one thing. Arrange it so that every employee has the chance to be great once a day.

**Focus on the natural leaders of your teams to help build and maintain enthusiasm.** We recommend selecting different staff members to lead staff meetings and co-chair

special projects or events.

**Get employees involved in your community.** Successful companies, Starbucks, for example, has found that employee morale is high when community involvement is an important part of the business model. Community activities sponsored by your business are a feel good activity that makes your employees proud of who they work for. It helps build company loyalty and gets your employees talking and thinking about your company in positive ways

Community involvement also fosters creativity and initiative among employees and is great for team building.

Here are a few examples we have seen recently: organize a company team for a charity walk or run and print up team-company shirts; participate in a charity silent auction and donate some fun activity that staff can participate in like 20 free car washes performed by employees; organize a "Toys for Tots" campaign for needy families, around a seasonal holiday.

**Finally, treat employees as professionals and adults.** Employees want a work environment that is structured (rules and procedures) but they also want, and need, to be given control over their work and choices in their work. They need to be treated with respect and expected to act like adults and professionals in return.

END

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The ideas suggested here are only a start.

If you would like more information and ideas on how to improve staff morale and employee engagement in your workplace, or, if you would like help in developing ways to measure employee engagement, please contact us.

We currently offer management training on improving staff morale and engagement and can customize a manager training or coaching program to fit your particular needs.



## TARGETING NEW SALES

### NEW SALES

### WHAT IS YOUR RATIO OF PROSPECTIVE SALES CONTACTS TO EXISTING CUSTOMER CONTACTS?

*The one thing  
we always  
hear is  
"we already  
know our  
Customers."  
But, do you?*

The question to be considered is who are your marketing and sales activities currently focused on, and on whom should they be focused in the future?

The 80/20 rule says that 80% of a company's revenue comes from approximately 20% of your customers. That means if you had 100 customers who did business with you this year, 20 of those customers accounted for 80% of your orders and revenue. In a bad market, the 80/20 rule may become something like a 80/60 environment, where you have a lot of customers only giving you a small percentage of business.

In terms of developing a sales and marketing plan focused on existing customers, the 80/20 environment is much easier to manage, because there are fewer customers to call on. The downside of an 80/20 environment is when you lose a customer or when your customers' business is in decline, as in 2007 - 2009.

In a 80/60 market, 60 % of your customers contribute 80% of your revenue. In this situation, you have more customers to call on, meaning you may have a sales staff spread too thin, where customers can be ignored. In this situation, the consequence of losing a customer or having a customer's business decline is less strategic, but every customer now seems important.

Before we go on, consider your sales and marketing activities in 2009; take a moment to evaluate your sales and marketing staff. If you were to divide your staff's activities into sales behavior and marketing behavior, how much time was spent on sales and how much time is spent on marketing?

Now take that question a step further, and ask how much time was spent on existing customers and how much time was spent on prospective customers?

In our experience, significantly more time is spent on existing customers than prospecting for new customers.

For example, 80% of their time is spent calling on existing customers or solving customer problems. Likewise, if you adhered to the definition of sales vs. marketing, it is likely that much or more time was spent on marketing, that is making existing customers aware of your company.

Let's say that again. In our experience, in the majority of Title companies, the sales staff spend the majority of their time marketing to highly loyal customers (80/20 customers). Basically, explaining to loyal customers why they should continue to do business with you. Or said another way, wasting the customers' time and your money.

In order to turn this problem around, we have outlined five actions designed to help you separate your marketing effort from your sales activities. Here are five basic steps to follow:

#### **Complete a Customer Analysis and set Customer Targets.**

Do you know who your best customers are (80/20) and which customers are the best targets for sales growth?

**Make the Commitment.** Stop talking about it and map out a Sales Plan for your company. Your Plan needs to have metrics and accountability. And, it needs to be in writing!

**Segment your Sales Time.** How much time will be spent on new prospects, growing existing sales, and maintaining loyal customers?

**Develop New Sales Tactics.** It is time to get creative. What differentiates you from your competitors?

**Track and Monitor your Results monthly.** You have to count and track the numbers. Without close monitoring and measurement, your Plan lacks teeth.

#### **Customer Analysis**

The purpose of a Customer Analysis is to determine which customers give you the most orders and revenue. When we suggest completing a Customer Analysis, we often hear statements like "We already know our customers," meaning there is no need to go to the bother of listing customers. In our experience completing a customer analysis in the 4<sup>th</sup> quarter of each year can be invaluable in setting goals for the next year and in developing new sales plans.

Sometimes, we also find that the customer analysis reveals a customer who no one realized was important or it reveals an important customer who is no longer doing business or doing less business.

To get started, create a spreadsheet or report where you list each unique customer name in one column and then associate orders, closings, and revenue in the next columns. If you can, take your results for 2009 through the 3rd quarter, and rank order your customers based on orders and revenue.

Once the data are in a spreadsheet, you need to sort (rank order) customers in terms of the names associated with the most revenue and the names that generate the most orders. Once the data are sorted, you can move to the next step, the 80/20 analysis.

#### **80/20 RULE**

*"80% of your  
revenue comes  
from 20% of your  
Customers."*

*That means 80% of your  
customers only contribute  
20% of your  
revenue.*

**Conclusion:  
Get new customers!**

## TARGETING NEW SALES

Before you look for your 80/20 customers, a word of caution. The 80/20 rule is a rule of nature that seems to apply to business "generally." In one company we found that 18% of their customers accounted for 79% of their revenue. Close enough! But, other times we have found their revenue to customer percentage was 80/10 or 80/40.

If your company does significant commercial work, you may find you have a few customers who only give you one or two commercial orders, but their associated revenue places them high in your sorting. If this happens, we recommend separating your commercial results from residential sales and refinance, i.e., segmenting your data first before you complete your 80/20 analysis on the data.

Segments are different ways of examining or analyzing customers, revenue, or orders.

If you plan to segment your 2009 data, we recommend first separating your data by type of customer (for example lender vs. realtor).

Another common way to segment is to separate your results by type of transaction (refi vs. sale).

Once the data are segmented, you can determine the point at which you have 80% of your residential revenue or 80% of your realtor orders (or both).

When you look at your customer base, you may find you have more or less than 20% of your customers accounting for 80% of your revenue. Rather than try to fit your data to a rule, many times when you look at a list of names and numbers, you can see a natural break in order volume or revenue. That is, a natural break in the data, for example, the

point where you have customers who give you, 10 orders or more a year, and the point where you have customers who give you less than 10 orders a year.

To review. First, sort all your orders or revenue and determine the customers who sent you the most revenue. Second, divide your data into customer segments and then determine the Attorneys, Realtors, Builder, and Lenders who sent you the most orders in each segment. Finally, once you have completed this analysis, if your company has more than one office, you may need to do the first analysis for each office.

However you do it, dividing customers by offices or types of orders, you are trying to find the smallest number of customers who contribute the largest percent to your revenue. This group constitutes your most important customers, perhaps your most loyal.

This group, by definition is different, so now the question becomes, what to do with this analysis and with these customers.

The 80/20 Customer Analysis gives you a list of customers who send you 80 percent of your revenue. Some authors have labeled these customers your "A" list. Typically A list customers are among your most loyal, or more frequent or consistent customers. In planning for these customers think of VIPs, Gold Card Members, or Frequent Flyers.

Setting aside your A list customers for a minute, look at the remaining customers. Typically, this list is longer and contains names of some customers you hardly know.

Take a look at your list of Realtors for a moment. The list

includes customers who gave you all their orders, but they only had three or four sales in 2009. Likewise, you might see the name of a Realtor who attended a closing on behalf of the buyer, but did not order the title work, and you know they do a lot of business, but he/she has never given you an order.

Given all these possibilities, how should you divide up this longer list.

Keeping with the idea of an A list, the next group we want to separate out are what we will call B and C list customers.

B list customer are customers you have done business with, who have significant business they are giving to other companies.

C list customer are customer with future potential but currently they have a low order volume. These are the up and coming professionals in your real estate market.

From a sales and marketing perspective, you need to do very little sales and marketing to your A list customers. Rather, it is the B list customers and perhaps some of the C list customers you should be targeting. These customers have experience with your company but they are not yet frequent users or loyal customers.

### Segment Your Sales Activity

When clients ask us how much time should be spent on the A list customers, we recommend spending no more than 50 percent of your sales and marketing on A list customers, including solving customer problems and answering customer requests.

At the start of this article, we commented that most sales staff have a tendency to spend

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*"In Title companies, too much time is spent calling on loyal customers, and too little time is spent finding new customers and obtaining new sales."*



## TARGETING NEW SALES

While it is natural, to want to call on and be with customers who know you and like you, the reality is that most of your A customers are highly satisfied, and do not need all the attention. Of course some A customers do need extra attention, and some highly loyal customers can be the worst customers, but on average, you have this group in your corner and can keep them there by continuing to provide an accurate product and great service.

If 50% (or less) of your time is spent calling on A customers then, 50% (or more) of your times must be spent on growth customer, high potential new customers, and prospects.

### Develop New Sales Tactics

In the first half of the 20<sup>th</sup> century, abstracting and title examination took weeks and was primarily the arcane practices of lawyers. In the second half of the 20<sup>th</sup> century with the advent of large underwriters and computers, abstracting and examining was performed in days by a professional staff that included non-lawyers. In the last ten years, with the advent of imaged databases, and the internet, searching and examining can be performed in a matter of minutes by someone in another city or country. Soon the simplest searches will be performed by computers with special Artificial Intelligence software.

If you were a Title Agent 30 years ago, you probably competed in the accuracy of your commitment, 10 years ago you might have competed on the speed of your title department, but you also probably focused on your closing services. Today, in many parts of the country, the accuracy and speed of the commitment are a given and the commitment is in danger of becoming a com-

modity where price is the only competitive factor.

As this happens, it only leaves you with three factors on which to compete, 1) the quality of your closing service, 2) the experience of your sales at finding new customers and building relationships, 3) your use of new technology.

In 2010, your marketing strategies need to differentiate you from your competition, and your sales tactics need to close the deal.

Your strategies for B list customers have to be more than frequent calls and traditional relationship building. B list customers are looking for added value. They already know your company, but something keeps them from switching their business to you.

New, younger, customers come increasingly into the work place using communication and networking tools like My Space, LinkedIn, and Twitter. Are your sales people Twittering?

For 2010, we are convinced that most Sales plans need a jolt of new tactics and ideas, so here are several sales ideas to consider.

**Create a new (first time) customer program.** A complete program from sales calls to title policy.

**Target the Realtor representing the buyer in the transaction.** Every month you see Realtors at your closings who do not use you. Develop a program to market to and sell to this group.

**Get more people in your office involved in selling.** Remember, anytime one of your employee's talks to a customer it is a possible sales opportu-

nity. Your challenge is to create a mindset in which every staff person is thinking about new customers.

**Talk to (interview) your B list about their needs; what they are looking for in a title agent.** Showing an interest in another person's business always pays off.

**Train your sales staff to align their selling styles with the buying styles of their customers.** Direct people want a direct seller. Careful people want an analytic seller.

### Plan and Implement Make the Commitment

It takes leadership and ongoing management to set a course and stick to it. Sales Plans should not be developed and then put in a drawer. As a leader or sales manager you need to develop a plan, implement the plan, refer to the plan, revise the plan, and keep people accountable to the plan.

Sales Plans do not need to be complicated, but they do need to be formalized. That means they are written and signed off on, circulated and discussed at meetings, and results are reviewed monthly.

Your Sales Plans should provide a clear and precise map of what you intend to accomplish and what your sales actions will be over the course of the next 6 to 12 months. Your company Sales Plan should also set the direction for how individual sales staff will approach their work and how they will plan their weekly calls and activities. Here are the essentials for a good company-wide plan:

## Finding the Right Path to Your Business Success

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The ideas suggested here are only a start.

If you would like more information and ideas on how to develop a sales plan or targeting new sales, please contact us.

We currently offer sales training and sales coaching programs to fit your Sales training needs.

**ASK ABOUT  
OUR NEW  
EVERYTHING  
DiSC  
SALES**





## TARGETING NEW SALES

**Revenue and order count goals:** A good plan has measurable goals. Develop order and revenue goals for the company, offices, customer segments, individual customers, and new prospects. Each sales staff will need a personal goal. Goals should be based in part on customer history and market trends, and should include some "stretch." Goals help us set a mark for achievement but they also need to be realistic and attainable.

Goals should specify what you expect in terms of measurable results for each quarter. Your Plan could also specify revenue goals for the end of each business quarter.

**Strategy and Sales Tactics:** These terms are often confused, but here is a simple distinction: strategy is more general in scope whereas tactics support strategy in terms of specific actions.

For example, a sales strategy might be to call on more customers (coverage). The sales tactics would identify which customers to call on and when. The basic idea here is that you need to specify the structure of your sales approach. Think of strategy as the weight bearing beams and tactics as the pillars of your sales approach. Sales Plans often contain more than one strategy with several tactics for each.

**Timelines and Evaluation:** Set dates specifying when strategies and tactics will be implemented and when the results of planned activities will be evaluated. Timelines provide markers for accountability. Planned review dates signal to everyone when actual results will be compared to the goals established in the Plan.

### Track and Monitor Results:

Many Sales Plans fail because there is no monitoring or ac-

countability. Throughout the year, use the metrics and evaluation methods in your plan to compare your actual results to what you planned.

Continue using your customer analysis procedures to analyze where your revenue and orders are coming from. Which sales strategies and tactics are producing results and which are not? Which targeted customers are providing more order volume and which are not? Which sales staff are meeting their goals and who is not?

Each month and quarter review your Sales Plan and let your results provide you with a road map to ask a series of questions that will help you determine whether you are on course or whether you have to make adjustments in your Sales Plan.

## CBA OFFERS MANAGEMENT AND EXECUTIVE COACHING

At CBA, we provide coaching to executives and business owners as well as to managers. Because coaching is individualized and geared toward the particular needs of each person and company, our coaching sessions vary considerably from person to person and company to company. Our coaching sessions can be once a month, once a quarter, to two or three times a year. Many companies we have worked with have found coaching to be an important and beneficial process for their managers and executives.

Executive coaching typically starts with an examination of company needs, priorities and goals, along with a discussion of personal strengths and needs of the company's owner(s) or executive(s). The initial analysis may include employee input. Once all needed information is collected and needs and priorities are established, a unique coaching plan tailored to the individual and company is developed. The coaching plan identifies goals, timelines, coaching tactics and procedures, and how the results of coaching will be measured and evaluated.

Manager coaching is typically focused more on operational needs and priorities, specific employee performance issues, and the manager's professional growth and development. CBA uses tools from Inscapes Publishing's DISC application library to help managers understand their behavioral management tendencies and how they can better align their management styles with those of the employees they supervise. Management coaching for employee performance focuses on performance issues like low productivity, efficiency and quality and on employee behavior issues like lack of initiative or cooperation, poor team behavior, or general compliance.

The unique aspect of both executive and management coaching is the personalized nature of the individualized discussion and assistance that takes place. Coaching sessions give executives and managers the opportunity to vent, present opinions and ideas, critique and analyze, and learn new ideas and best practices, all in the context of a supportive series of discussions with the CBA consultant aimed at skill development, growth and development, and company improvement.

## Finding the Right Path to Your Business Success

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*For more information  
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*We can help you  
determine if coaching  
might be a good fit for  
your company and how  
we can customize our  
coaching sessions to  
best fit your business  
development and  
management needs.*

*Coaching sessions can  
also be integrated with  
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