



MAKING MONEY - MAKING A DIFFERENCE TTI PERFORMANCE SYSTEMS, LTD

Improving Team Performance

Your team can't improve until you know exactly what needs improving. Identify current problems and create a bank of ideas to solve them by asking team members to complete statements such as:

- "This work is difficult. It could be made easier by...."
- "I have to keep my eye on...."
- "I could get a lot more done if I didn't have to...."
- "I'd like to work in a place where...."
- "I'd like to reduce...."
- "Things would definitely go according to plan if we...."
- "I want to become...."
- "The policy says to do it this way. But I think we'd get better results if...."
- "The work would flow much more smoothly if...."
- "I can't relax because...."

Suggestion: Write each of these statements on an index card, and distribute a complete set to every team member. Pass out the cards at a meeting and explain how you'd like to use them to improve the team's productivity and work environment. Ask team members to return the completed cards to you. Consolidate the suggestions into one document to hand out at the next team meeting. Use it as the basis of a brainstorming and problem-solving session.

Go-Go Tools, Shigehiro Nakamura. Productivity Press, P.O. Box 13390, Portland, OR 97213. 1-800-394-6868.

Ask Questions To Help Motivate

If your employees' spirits are down, motivate them by asking:

- "**What about your** job still excites you?" Then find ways to enhance those aspects of the employee's duties.
- "**How can we** do ____ better?" Take notes to show you're listening.
- "**What stresses you** the most?" Then consider ways you can help ease the stress.

Source: Women as Managers, The Economics Press Inc., 12 Daniel Road, Fairfield, NJ 07004.

Motivational Quotes

Progress is impossible without change, and those who cannot change their minds cannot change anything.

Charles Bernard Shaw

Keep your face to the sun and you will stay out of the shadow.



Five Ingredients For Loyalty

Do you think your employees are happy? Consider these findings from a recent survey of 700 workers at 70 firms:

- **54% said** management decisions aren't explained well.
- **61% reported** they aren't well-informed about organizational plans.

- **64% admit** they just don't believe the information that management dishes out.

So, if you see signs that your staff is disgruntled, regain their loyalty with these five key elements:

Research. Before you can act, you need to know what employees are thinking. But don't just dabble. Go at it full blast with internal opinion surveys, focus groups and both quantitative and qualitative analysis.

Candor. This is so simple that it sounds, well, simple: Tell the truth. *What to do:* Give employees the "un-facts"—unvarnished and uncensored. *The second part:* Tell it in person. Don't hide behind e-mail, voice mail or memos.

Answers. Employees grow uneasy when they know what's going on but don't know why. True, questions that start with "Why" are the toughest to answer. But you won't get them back on your side unless you candidly answer questions such as: "Why are we doing this?" "Why are we doing it *now*?" "Why have we decided this is the best choice?"

Respect. Studies over the past 60 years have regularly shown that employees covet respect almost as much as money—and sometimes they even rate respect higher than cash. These consistent results should be more than enough to make this point: You'll breed loyalty if you respect employees as individuals and recognize them for what they contribute to the organization. *Short version:* Treat them as partners, not hired hands.

Leadership. Leaders who earn employee loyalty need vision, courage and character. That means you need to make the organization's direction—the vision—clear. And reinforce that vision with your words and actions. Muster the courage to tackle tough decisions without delay. *Remember:* All great leaders sincerely care about those they lead.

Source: Steve Rivkin, president, Rivkin & Associates Inc., Glen Rock, NJ, writing in *The Public Relations Strategist*, Public Relations Society of America, 33 Irving Place, New York, NY 10003.

NETWORKING TIPS

How to Prepare for the Mixer:

1. Adopt a positive attitude; don't go if you're not in the mood to meet new contacts.
2. Focus on the benefits; do not be blinded by your goals to meet everyone; be open to possibilities.
3. Plan your 8 second introduction; name, company, feature and benefit; keep it sharp/fresh
4. Check your business cards
 - Carry ample supply (pocket, briefcase, purse, car, wallet)
 - Your name and address are readable
 - Carry your business cards in your right pocket; theirs in your left as you collect them
 - Write notes on back of their cards to help you remember the details
 - Never hand out brochures or resumes at mixers
 - If you're uncomfortable handing out your business card, ask for their card first
 - Be discriminate; don't pass out your business card to everyone; it is a privilege to exchange cards
5. Prepare your small talk (i.e. newspaper stories, interesting topics, etc.)
6. Always make eye contact and smile; never be distracted by others in the room; pay attention to who you are talking with.
7. Practice your handshake; Avoid: Jellyfish; Knuckle Breaker; Finger Squeeze; Covered Handshake. Women should extend their hand first
8. Concerning the "Business kiss" . . .
 - Women should not leave lipstick on the men's collar
 - Never kiss on the lips
 - Whoever speaks first should be the one to kiss first
 - Never in the office

Strategies for the Mixer:

1. Make an entrance; be early (for easiest parking) or at least on time;
2. Use the buddy system; split up at the mixer; Develop a rescue signal.
3. Look for the white knuckle drinker, they'll appreciate your attention.
4. Use name tag or badge-if you don't have a name badge, write your own, be creative. Always wear on the right side, it's the line of direction when you shake hands.
5. Best Opening Line: "Hello, my name is . . ."
6. Breaking and Entering-Avoid 2 people in intense conversation; 3+ wait for eye contact
7. Keep circulating; spend 5-10 minutes maximum with each person; excuse yourself politely to move on.
8. Have a goal of meeting at least 10 new people each mixer

Motivating Reps to Prospect More

Would your salespeople sooner undergo a root canal than search for new prospects? It's time to address the issue. Prospecting reluctance generally falls into one of three categories:

1. Effort. Salespeople believe their efforts should lead to measurable results. So when prospecting becomes difficult, it's easy to say, "I'm no good at it," or "I just don't know what I'm doing wrong." When salespeople believe these things, they won't try very hard. Remedies:

- **Outline** the steps prospecting requires. Train salespeople to identify and contact prospects. Show them how prospecting should work.

- **Develop** realistic prospecting goals. Hold salespeople to these goals on a monthly, weekly, and daily basis.

- **Create** opportunities for small successes. Work with salespeople. Give them coaching and feedback. Help them see they can do it.

2. Outcome. Your salespeople may have concluded, "Sales don't increase when I prospect" — especially when they're not working with qualified prospects. These salespeople may decide that, even when they identify prospects, they have trouble reaching them. And if they do reach them, few prospects end up buying. Remedies:

- **Encourage** them to talk to top sellers. They'll discover how much prospecting contributes to success.

- **Analyze** their prospecting results. How much have they really done? How many prospects have they closed? If the percentage is low, help them discover where and how they're failing.

- **Establish** incentive programs that reward salespeople for their prospecting activities.

3. Satisfaction. For some, it boils down to the belief that prospecting isn't satisfying. Salespeople enjoy a fast pace and appreciable returns. But when those things are missing, they start to grumble: "It's not worth the time and effort."

"Prospecting is hard, boring, lonely, and no fun." Remedies:

- **Help** them view prospecting as a challenge, rather than something to be dreaded. Ask them to calculate what their sales — and income — would be if they increased their prospecting success by just one percent, five percent, or 10 percent.

- **Endorse** creative prospecting. Are all your salespeople using the same methods? Some may find better luck with cold calling, while others might want to focus on gaining referrals from current customers.

-Developing And Leading The Sales Organization, Thad B. Green.
Quorum Books, 88 Post Rd. W., Box 5007, Westport, CT 06881.



Six little words that close sales

The idea of "closing" brings with it many myths. Most of them are leftovers from an older, more manipulative school of selling. You may have learned many "tricks" to close a sale.

But if you're still looking for a good closing method, try this suggestion from consultant and Xerox sales trainer Rob Jolles: "I'm almost embarrassed to tell you the approach I use," he admits. Jolles simply tells prospects, **"I'd love to have your business."** He advises salespeople to remain true to their own styles, and to find an approach that's feels right.

-Customer Centered Selling, Robert L. Jolles.
The Free Press, 1230 Ave. of the Americas, NY 10020.

The Balloonist

A man is flying in a hot air balloon and realizes he is lost. He reduces altitude and spots a man down below. He lowers the balloon further and shouts, "Excuse me, can you tell me where I am?!"

The man below says, "Yes. You're in a hot air balloon, hovering thirty feet above this field."

"You must work in engineering," says the balloonist.

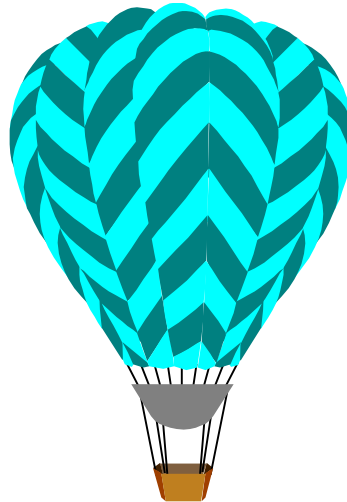
"I do," replies the man. "How did you know?"

"Well," says the balloonist, "everything you have told me is technically correct, but it's no use to anyone."

The man below says, "And you must be a corporate manager."

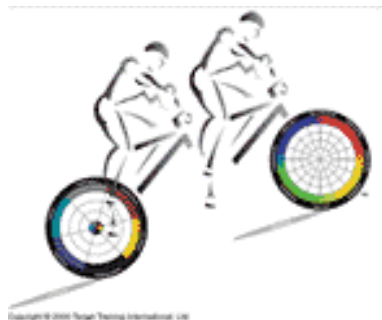
"I am," replies the balloonist, "but how did you know?"

"Well," says the man, "you don't know where you are, or where you're going, but you expect me to be able to help. You're in the same position you were before we met, but now it's my fault."



TTI UPDATE

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One Minute Ideas



Reserve 30 to 60 minutes each day to work on an upcoming project. *Benefit:* You'll head off last-minute chaos – and relieve stress – by completing important tasks before they become urgent.
Source: Garry Mitchell, Dun & Bradstreet Business Education Services, Dun & Bradstreet Corp. Foundation, 711 3rd Ave., New York, NY 10017

Use "feel," "felt" and "found" language to soothe upset customers.
Example: "I'm sorry you *feel* Product X is not working out. Another customer with a similar problem *felt* that perhaps Product Z would work better. After trying it, she *found* she was much happier."
Source: Ali Koomen, 2530 E. Camino Dr., Mesa, AZ 85213.

Fixing customer problems on the spot can pay off, according to a Marriott study. Findings:
• **69% of** guests who reported problems that were not fixed before they left said they would use Marriott again.
• **97% of** guests who had problems that were fixed before they left said they would return.
Source: Meeting & Conference Executives Alert, P.O. Box 990024, Prudential Station, Boston, MA 02199.

When people come to you and vent feelings and frustrations, they probably want to do just that — vent. Don't try to solve the problem unless they ask.
Source: Anne Scott, CQI/Staff Development, Alexandria Hospital, 4320 Seminary Road, Alexandria, VA 22304.

The New Workforce. Nearly 33 percent of American workers—34 million people—are contingency workers, including temps, part-timers, consultants, free lancers, and self-employed workers.
Source: Time



Business planning is conducted for three complementary purposes.

As a tool to conduct strategic planning.

Strategic planning within the context of a business plan is an effective way of organizing the many facets of strategic planning. Because of the holistic nature of business plans individual components of strategic planning are placed in a logical order and linked together. As such the content, focus and comprehension of the strategic plan is increased.

As an internal 'constitution' for the firm which communicates the firm's mission, goals, and strategy.

The business plan is an excellent tool for creating constancy within an organization. It serves as a repository for the firm's operating guidelines such as goals and mission statements.

Business plans also contain succinct explanations and justifications which support the chosen strategy of the firm. This serves as a communication tool while helping staff to buy into the firm's strategy.

Other internal benefits derived from business plans include that they can increase the sense of family within a firm while helping staff to understand their function vis a vis their colleagues.

As an external marketing tool designed to communicate the firm's business strategy to a specific external audience, usually potential investors.

Business plans have become the standard means by which to judge the viability of a firm and its proposed strategy. Therefore, business plans must be prepared as a basic prerequisite to raising funds from either institutional lenders or venture capitalists.

The quality of your business plan is often as important as the quality of your business concept in attracting investors.

Making Money - Making A Difference

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TTI UPDATE NEWSLETTER

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