

A message from our president,
Paul H. Elliott, Ph.D.



Congratulations

New Team Members

I am happy to introduce you to two new members of the Exemplary Performance family.

Krista Skalde was joined in the Toronto office by **Georges-Émile**, her son, who was born on June 7, 2007 at 2:12 AM. Congratulations to Krista and Pierre!! [Krista will be on maternity leave through the summer, and she is granting Georges-Émile an extended vacation during that time!]

Wendy Sabean joined the Redmond, Washington, office in March and is already an essential member of the EP team there. She brings a passion for improving the customer experience combined with an ability to drive for results. She has demonstrated strong capabilities in applying both Human Performance Technology and Instructional Systems Design approaches to achieve business goals and deliver business impact. Prior to that, Wendy worked for Microsoft for a decade. Welcome, Wendy!

Promotion

Based on her track record across multiple clients and her superior work in establishing EP's internal project management system, Mary Alida Brisk has been promoted to Principal Consultant. In this role, she will manage projects and develop key business relationships in addition to providing the level of excellent client service for which she is already known. Congratulations, Mary Alida!

Regards,

Paul H. Elliott, Ph.D.
President

Paul Elliott, Ph. D., Scheduled to Present in a Human Capital Institute Webcast!

The Human Capital Institute, in conjunction with Vangent, is presenting a special Webcast on Thursday June 28, 2007 from 12:00PM – 1:30PM ET, entitled "Which Performance Matters? Planning Development for Targeted Improvements." Our very own Paul Elliott, President, will present along with Julia McClung, Vice President of Talent Management Solutions at Vangent. The presentation will help the attendees maximize their learning and development investments as well as close the gap between their average and exemplary employees by realizing the performance that matters most. In order for people to understand the difference between the two types of performers in their organization, they need to know which behaviors distinguish the exemplary performers from all the rest.

The Webcast is free. Please visit the "Our News" section of our website or email us if you are interested in signing up!

EP Welcomes a New Principal Consultant Onboard:

Wendy L. Sabean
Principal Consultant

Wendy L. Sabean joins us with several years of experience practicing Human Performance Technologies (HPT) in various industries. For the past two years, she has worked for a consulting and services firm that concentrates on the global data services industry. Wendy has a B.S. and Masters degrees in Education as well as certifications in project management, decision-making, problem-solving, and call-center operations. Wendy joins the team in Redmond at EP's Western Region office.

EP's Mary Alida Brisk Promoted to Principal Consultant!

Mary Alida joined Exemplary Performance in January 2006 as a Consultant and has since taken a significant leadership role to defining EP's internal project management process as well as provided exemplary support on multiple key client projects. With our clients, Mary Alida adds great value as evidenced by this comment from one of her clients: "The purpose of my email is to communicate my extreme satisfaction with the quality of her work and voice my belief that this project would not have succeeded without her. She is professional, timely in response, and has the ability to generate high volumes of quality work at an impressive speed."

REAL PROJECTS AND REAL RESULTS

BY GREG LONG

The following is a hypothetical case study based on real projects and real results.

Business Pain

A large company was concerned about the variability in sales results between districts and regions. Some regions consistently exceeded quota and some consistently fell short, even though the regions' quotas took into account the differences in local market conditions. Company management believed that the sales representatives simply needed to make more calls or to more closely follow the focused sales messages developed by marketing.

Actual Business Request

The Vice President of Sales asked for an evaluation of the sales training curriculum to determine what should be added or changed to improve the reps ability to accurately forecast sales and achieve quota. After some discussion, the vice president agreed to step back and try to understand why some reps were doing well and others were not. In addition, the vice president wanted to know if there were differences between the ways different regions were being managed that might be contributing to the differences in results.

A project plan was developed with a goal of the project outcome was then defined as a list of specific, actionable steps that could be taken to improve the performance of the average sales reps.

Project response

Based on the vice president's request, a Performance Analysis was completed comparing two top performing regions and two average regions. The regions were chosen by the Vice President of Sales based on two key metrics:

- Consistently meeting quota
- Consistently achieving sales close to those forecast

Within those four regions, both exemplary and average sales reps were selected to be part of the data collection effort.

The two person project team spent two weeks interviewing and doing ride-alongs with sales reps and sales managers from each of the four regions. The team conducted stakeholder interviews with the vice presidents for Sales, Marketing as well as the Director of Sales Training. The team also evaluated the current training curriculum, sales reports, and the company sales model.

Key Findings

The project team found that top-performing reps essentially were focusing on different outcomes than average-performing reps. They thought about their work and measured their progress differently. For example, the sales model called for a *total office call*. However, average reps considered this task achieved when they simply spoke to or acknowledged each person in the office. Top-performing sales reps instead sought to develop *office advocates*. An office advocate was someone who acted as a proxy for the sales rep in between visits including noting particular conversations, objections, and concerns that the rep should learn about and handle during their next visit.

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Seven specific job outcomes were identified that directly contributed to sales rep success in both achieving and being able to accurately forecast sales results and meet quota. These seven outcomes were all well within the current corporate sales model; they were just different ways of thinking about the work and how to measure if the work was done well.

Top performers typically consistently achieved six of the outcomes; average performers typically achieved only three of those outcomes.

Recommendations

Training: Reorganize and refine both the new hire and follow-on training courses to emphasize the seven job outcomes.

Coaching: Develop performance-oriented coaching guides to help the sales managers "coach for success."

Metrics: Revise sales activity reports to reflect achieving the seven outcomes.

The underlying premise of the recommendations was to have a consistent approach to training by developing and measuring those job outcomes that most predict success.

Results

Direct results:

- Product sales in average territories increased 12%.
- Product sales in top performing territories improved 3%.
- Forecast accuracy improved to within the tolerance desired by the VP Sales and VP Marketing.

Other benefits:

- The time required for a newly hired sales rep to begin consistently achieving quota was reduced by three months.
- Sales rep turnover was reduced. Surveys with both sales reps and sales managers indicated that this as a result of higher job satisfaction from reps and managers being more aligned.

Greg Long, PE, is a Principal Consultant for Exemplary Performance, LLC. Greg works in the Headquarters Office in Annapolis, Maryland. He has authored numerous articles and presentations for national and international conferences and journals and has over 20 years experience in the field of learning and technology.



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Exemplary Performance, LLC
180 Admiral Cochrane Drive • Suite 205
Annapolis, MD 21401

Phone 410.266.8400 • Fax 410.266.7112
Email: info@exemplaryperformance.com
Website: www.exemplaryperformance.com

President, Paul H. Elliott, Ph.D.
Publisher, Dzu D. Do • Manager, Luke P. Elliott
Designer, Dzu D. Do