

Recruiting and Retaining Top Talent in Home Care

The Leading Home Care Winter 2006 Teleseminar Series

With Your Host:
Stephen C. Tweed, CSP
Chairman & CEO
Leading Home Care

Session III: Recruiting, Selecting, and Managing Top Sales Talent in Home Care
Thursday, March 16, 2006
1:00 p.m. Eastern Time

Finding and keeping nurses is one thing. **Finding and keeping top sales talent in home care** is quite another. The advent of PPS has opened up a whole new opportunity for sales and marketing innovation in home health care. However, most agencies are challenged by the question of who to hire.

What are the characteristics of the best sales people in home care? What talents and motivators should we look for? What kind of incentives are top sales people looking for?

The next questions we ask are *“How do I manage these free spirit sales people? How do I keep them focused?”* In this interactive learning program, we’ll give you some of the answers to these questions so that you can improve the performance of your home care sales and marketing process.

Objectives: As a result of this program, you will be able to ...

- 1. Discuss the Top Recruiting Techniques for Home Care Sales Representatives.**
- 2. Describe how to define the job and select the best candidates.**
- 3. Effectively manage high energy, independent sales representatives.**

You're the Coach of Your Sales Team

Much like a championship-winning coach in sports, whether it's football, basketball, or baseball, you need to have a system to develop your sales team. As the coach of your sales team, here are seven specific roles that you play in having a winning season:

1. Pick the right players.
2. Teach the basic skills.
3. Drill the fundamentals.
4. Push your team members to be better than they think they can be.
5. Implement your Game Plan.
6. Maintain motivation and enthusiasm.
7. Provide immediate and ongoing feedback.

If you can do these seven things consistently and effectively, you'll have a winning home care team and you'll grow your business and multiply your performance.

Putting The Top Ten Recruiting Techniques to Work For YOU!

1. Employee Referral Programs (81.3%)
2. Networking in the Community (82.7%)
3. Your Company's Web Site (70.7%)
4. Advertising in Alternative or Neighborhood Newspapers (65.3%)
5. Advertising in Major Newspapers (84%)
6. Telephone Recruiting (14.7%)
7. Continuing Education Courses (13.3%)
8. Your Company's Electronic Newsletter (6.7%)
9. Direct Mail - Post Cards (25.3%)
10. Your Company's Paper Newsletter (12.0%)

Select Only the Best

Three Criteria for Picking the Right Players

- 1. Behavior Styles** – Behavioral styles are identifiable patterns of work-related behavior that influence a person’s ability to be successful in a given job. Understanding the most effective behavioral styles for the sales professional will help you find and keep top sales talent in your company.
- 2. Workplace Motivators** – Motivators are the factors that move a person to action. Everyone is motivated. However, each person is motivated by different things. When you clearly understand what motivates a person, then you can make a more effective choice in selecting the right members of your sales team.
- 3. Competencies** – The ability of a person to perform effectively is a function of their competencies for the position. In selecting members of your sales team, you’ll want to clearly identify the most important competencies of highly effective sales professionals. Then you’ll want to assess each candidate to make sure they possess the competencies needed to be successful as a sales professional in your company.

Understand Behavioral Styles

Behavior is what we say and do. Each of us has established patterns of behavior that we demonstrate on the job. As a leader, it is important to be aware of these patterns of behavior, and to use this knowledge in building and leading our home care team.

At the Academy for Home Care Leadership, we use an assessment tool called the DiSC Personal Profile to help you understand work behavioral styles. As part of this learning program, you will have the opportunity to use the DiSC to assess your own style.

The information provided by the DiSC Personal Profile will help you:

- understand your own behavior
- learn how and when to adapt your behavior
- improve communication
- improve individual and team performance
- appreciate the differences in people
- reduce conflict.

The DiSC dimensions of behavior provide a non-judgmental language for exploring behavioral issues in your home care team. The instrument measures behavioral patterns across four primary dimensions; dominance, influence, steadiness, and conscientiousness. The result of extensive field research and testing, this assessment tool is the leading assessment tool on the market for understanding behavior.

The Four Styles of Behavior

Dominant

The Dominant or High D style is demonstrated by those who want to take charge and make things happen. Some of the characteristics of the Dominant style are:

- A high sense of personal worth. Forceful, competitive.
- Task oriented – desires and/or causes change. Needs results.
- Motivated by directness.
- Basic FEAR – being taken advantage of.
- Biggest limitation – impatience. High D's are selective listeners and have a blind spot concerning the views and feelings of others.

A High D tends to take an active, assertive, direct approach to getting things done. A Low D tends to obtain results in a much more organized, deliberate, calculated approach.

Influencing

The Influencing or High I style is demonstrated by those who have a need to interact with other people. Some of the characteristics of the Influencing style are:

- Optimistic and people oriented relaters.
- Tend to be expressive and emotional.
- Motivated by social recognition – the need for companionship and group morale.
- Basic FEAR – social rejection. High I's fear loss of approval and may take disapproval as a personal rejection.
- Biggest limitation – tend to be disorganized.

A High I tends to approach new people in an outgoing, gregarious manner. The High I tends to be impulsive, emotional, and reactive.

A Low I tends to approach new people in a friendly but reserved manner. Low I's tend to control their emotions.

Stable/Steady

The Stable/Steady style is demonstrated by people who have a need to keep the peace and keep things on an even keel. Some of the characteristics of the Stable/Steady style are:

- Pragmatic – objective team player.
- Tends to be concrete action oriented. Takes care of getting things done.
- Motivated by loyalty, respect and trust.
- Basic FEAR – loss of stability, change.
- Biggest limitation – possessiveness.

The High S tends to prefer a more controlled, deliberate, and predictable environment.

A High S values safety and security.

The Low S tends to prefer a more flexible, dynamic, and unstructured environment.

A Low S values freedom of expression.

Conscientious

The Conscientious or High C style is demonstrated by a person who has a need to do things by the book, and who focuses on being accurate, factual, and precise. Some of the characteristics of the Conscientious style are:

- Accurate, precise, the quality-control person.
- Highly intuitive – the people-readers, cautious in relationships. Slow to trust.
- Motivated by the “correct” and “proper” way. C’s are self-disciplined.
- Basic FEAR – criticism of their work.
- Biggest Limitation – overly critical and demanding of themselves and others.

The High C tends to prefer that things are done right, according to the book, and by the established and accepted standards. High C’s can be demanding. They tend to operate more independently. “The right way is my way.”

Recognizing the Four Styles

You will recognize these styles in others in your organization as you begin to pay attention to their patterns of behavior. You will notice that:

The High D – Dominant Style

- uses strong, demanding speech
- is to the point, clear, definitive
- tends to lean forward and holds eye contact
- raises voice to emphasize points
- uses quick movements

The High I – Influencing Style

- is warm, friendly, and emotional
- is expressive, often using hands and body movement when speaking
- smiles, frowns, nods, and uses animated facial expressions
- is playful, fun-loving, bantering, witty, teasing
- enjoys socializing

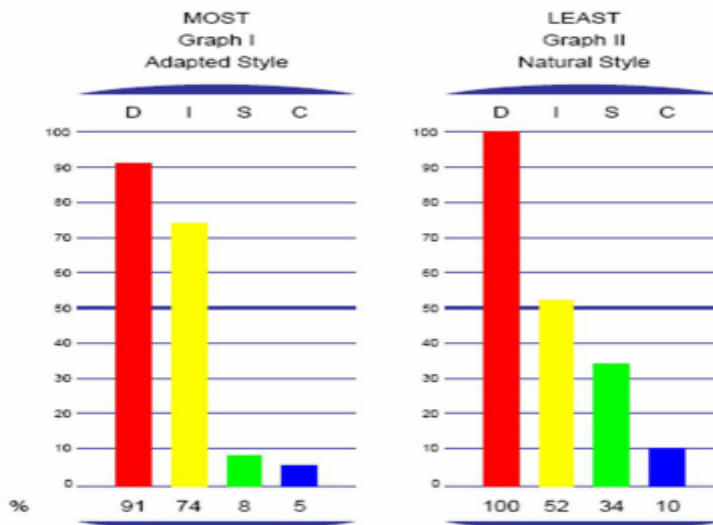
The High S - Stable/Steady Style

- tends to lean back
- does not make as much eye contact
- leaves situations unresolved; reluctant to take a stand
- needs extended time for decision making
- works at a deliberate, slow pace; is quiet, and often unassuming
- communicates in a style that is sometimes vague and not to the point

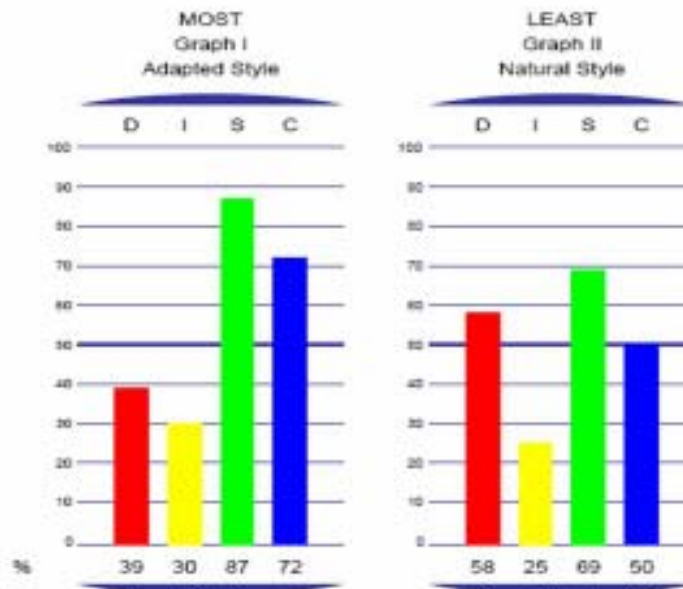
The High C – Conscientious Style

- is guarded in relationships; appears cool or distant
- seems unresponsive with a “poker face”
- is serious and often critical
- is controlled, stiff, with limited body movements
- acts cautiously, with careful emphasis on facts and specific details

DISC graph of a Highly Effective Home Care Sales Representative



DISC Graph of an ineffective Home Care Sales Representative who was terminated for lack of results



Identifying Workplace Motivators

Why do sales reps sell the way they do? What prompts their enthusiastic responses? A happy customer? A big sales contract landed? A tough problem solved? What do you do to capture their enthusiasm and leverage their unique talents? The answers to these questions are all based on values.

Values are the drivers behind our behavior. Values are principles or standards by which we act and make decisions. Values are the beliefs that guide our thoughts and actions.

Research by Targeted Training International has identified six different values categories that are workplace motivators. By assessing a person's values, you can define what motivates them in the workplace.

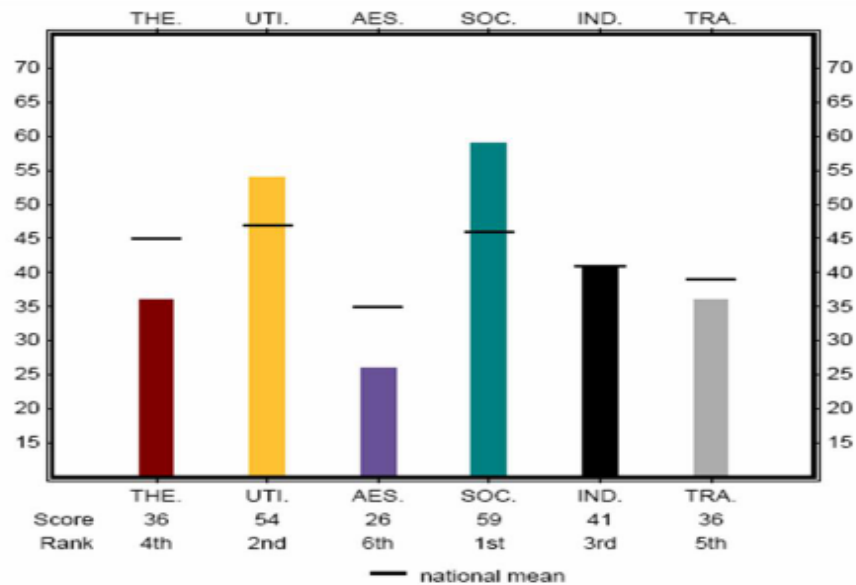
The Six Categories of Workplace Motivators are:

1. Utilitarian / Economic - the person is motivated by money or utility.
2. Theoretical - the person is motivated by discovery of knowledge and earning.
3. Aesthetic - the person is motivated by beauty, form, balance, and harmony.
4. Individualistic / Political - the person is motivated by independence, personal power, and influence.
5. Social / Altruistic - the person is motivated by a keen interest in helping others.
6. Traditional / Regulatory - the person is motivated by following a specific system of living or working.

These Workplace Motivators can be measured using the
TTI Workplace Motivators Report.

Call Leading Home Care at 502-339-0653 for more information.

Workplace Motivators for Home Care Sales Representative



This graph represents a highly effective home care sales representative whose two highest motivators are “Social” and “Utilitarian.” This person is driven by the desire to do good for others, and to achieve results.

This person also has an “Individualistic” score that is at the national average, which means she is able to work independently.

Assessing Sales Force Competencies

When selecting the best candidate for your sales force, you will want to consider the person's job competencies. What are the attributes which the person brings that are critical to success in home care and staffing sales?

Research by Targeted Training International has identified the following Critical Sales Success Factors or job competencies:

1. Commitment to the job - To what degree does the person stay focused and committed to the job at hand? Does this motivation come from within or does it require more external guidance or supervision?
2. Enjoyment of the job - To what degree does the person feel that the current job is fulfilling and rewarding? Does the job result in a positive and useful benefit?
3. Goal directedness - How well does the person tend to stay on target regardless of the circumstances? Does the person easily become distracted, losing focus on the goal at hand?
4. Handling rejection - How well does this person take rejection and continue to persist? Does the person take criticism in an overly personal way?
5. Results orientation - What is the person's ability to identify the actions necessary to complete the tasks and achieve the desired results? How does the person feel about having performance measured?
6. Self-starting ability - How likely is the person to find his or her own motivation for accomplishing a task? What is the degree to which the person will stay the course in the face of adversity?

7. Handling stress - What is the person's ability to balance and diffuse inner tensions and stress? How will such tensions, if allowed to build up, affect his or her ability to perform up to their full potential?

8. Self discipline and sense of duty - How strongly does this person feel the need to be consistent in his or her actions? Can this person control his or her own conduct and remain true to personal ideals?

Each of these competencies can be assessed in relationship to the basic elements of the sales process; prospecting, greeting, qualifying, demonstrating, influencing, and closing.

These competencies of a sales representative can be measured using

The TTI Sales Attributes Index™

Call Leading Home Care at 502-339-0653 for information.

Measuring and Managing Sales Team Performance

Setting up your Sales Scorecard™ – the sales scorecard is a powerful tool to keep your sales force motivated and focused.

What is a Sales Scorecard?

- A one-page report card on your sales success.
- A tool to help your sales team understand and agree on the drivers of future performance.
- A top-down process for translating your mission and vision into tangible goals and measures.
- A tool to facilitate effective communication throughout your company.
- A way to align corporate, departmental, and individual goals.
- A tool to provide feedback on department and individual performance.

Why Create a Sales Scorecard™?

- Help your sales team be more focused.
- Help your sales team see the bigger picture.
- Let your team members know what's really important.
- Provide a one-page report on sales performance to your senior leadership team.
- Give regular, positive feedback to your team.
- Demonstrate measurable results.

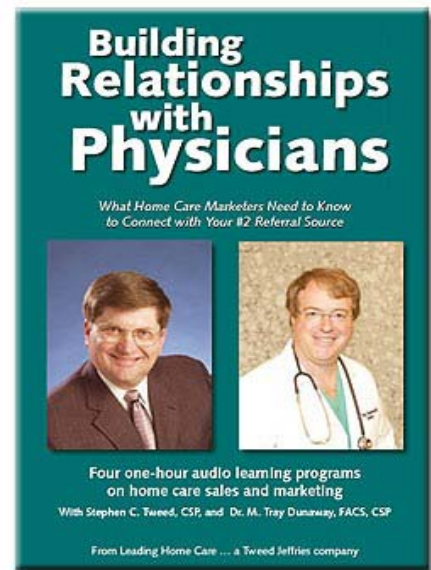
Other Resources from Leading Home Care to Help You Grow Your Business

Building Relationships with Physicians

A Sales Training Program for Home Health Care Agencies

One of the most effective ways you can grow your home health care business is to build relationships with physicians. Research shows that the number one source of home health referrals is hospitals, and #2 is physicians. If you want to grow your business, learn to effectively connect with physicians.

In this interactive audio learning program, you will hear **Stephen Tweed** and **Dr. M Tray Dunaway** discuss in detail specific techniques you can use to grow your business. Recorded live during a series of audio teleseminars, each CD gives you 60 minutes of valuable information, followed by a question and answer period with Dr. Dunaway.



The four programs are:

- Special Skills for Communicating with Physicians
- Marketing Techniques that Work with Physicians
- Building Relationships with Physicians' Office Staff
- Marketing Specialty Home Care Programs to Physicians

In addition to the four hours of audio instruction, you will receive a web link to download a participant learning guide, a discussion leader's guide, and CEU forms for each program. Continuing Education hours are provided for Nurses and other professionals.

To order, log on to:

<http://www.leadinghomecare.com/store/audio/physiciansales.html>

About your Leading Home Care Teleseminar Team



Stephen C. Tweed, CSP

For the past 20 years, Stephen Tweed has worked with home care companies around the country that want to grow their businesses, and with home care leaders who want to multiply performance. He is currently Chairman and CEO of **Leading Home Care ... a Tweed Jeffries company**, the center for home care strategy and leadership. Stephen has served on the Boards of Directors of three different home care companies, and as the Interim President and CEO of a \$25 million home care company with 400 employees.



Annie Yoho - Teleseminar Producer

Annie Yoho has helped write, produce and emcee numerous audio learning programs. She served as Vice President and Marketing Director for a top-name professional speaker for 10 years, where she developed a unique telemarketing system for business development. Annie's roots represent a long line of professional speaking talent. Her father, husband, and father-in-law are all professional speakers. Being surrounded by speakers, she's thrilled to finally have a chance to say something!