





Melissa Whitaker International





## ***The Cultural Shift in Sales & Management***

By  
**Melissa D. Whitaker**  
*CEO/Founder, Melissa Whitaker International*








Melissa Whitaker International





## **CURRENT STRUGGLE**

---


Are you struggling to find qualified, ideal team players?

After you find qualified ideal team players, is it challenging to retain them?







Melissa Whitaker International




## CURRENT STRUGGLE

Many Dealers in our Industry are still experiencing over 50% turnover rate.






Melissa Whitaker International






## RECRUITING & RETENTION

### ***Stats on Turnover***

- Employee turnover is a very large and often underestimated cost for employers.
- This cost does not simply represent wages and materials, but also includes:
  - recruitment costs
  - loss of productivity
  - impacts on team morale
  - and other more subtle expenses










Melissa Whitaker International

## RECRUITING & RETENTION

*The High Cost of Employee Turnover, Forbes 2015*

- **For entry-level employees, it costs between 30-50 percent of their annual salary to replace them.**
- **For mid-level employees, it costs upwards of 150 percent of their annual salary to replace them.**
- **For high-level or highly specialized employees, you're looking at 400 percent of their annual salary.**




Melissa Whitaker International

## RECRUITING & RETENTION

A business loses 12 employees in one year, averaging one per month.

- **Six of these employees were entry level, with an average salary of \$40,000.** It costs, on average, \$16,000 to replace each employee at 40 percent of their annual salary, for \$96,000 total.
- **Four of these employees were mid-level, with an average salary of \$80,000.** It costs, on average, \$120,000 to replace each employee at 150 percent of their annual salary, for \$480,000 total.
- **Two of these employees were senior, with an average salary of \$120,000.** At 400 percent of their annual salary to replace them, you're looking at almost \$1 million, specifically \$960,000.

Add everything up and you're looking at costs of over \$1.5 million to replace just 12 employees. Numbers seem high? Fair enough – there are organizations that estimate replacement costs to be lower.

Melissa Whitaker International




## RECRUITING & RETENTION

**The conservative estimate is pretty bad, too**

So let's cut the cost of replacing all of those employees to the lower end of what it costs to replace an entry-level employee – 30 percent – across the board. Here's how it breaks down:

- It's going to cost your company **\$72,000** to replace the **six** entry-level employees.
- It's going to cost your company **\$96,000** to replace your **four** mid-level employees.
- It's going to cost your company **\$72,000** to replace the **two** senior employees.

That means that at the absolute lowest estimated end of the spectrum – your best case scenario – you are looking at almost \$250,000 as the cost of the turnover of just 12 employees.

Melissa Whitaker International

## SHIFT IN APPROACH




Let's take a look at another group's challenge in this area:

**U.S. Air Force also has over  
50% Turnover**



Melissa Whitaker International


# SHIFT IN APPROACH



Melissa Whitaker International

## SHIFT IN APPROACH: 4 KEY STEPS

1. Cast a Vision
2. Different Leader Approach
3. Truly Care about People
4. Show Vulnerability







Melissa Whitaker International



## SHIFT IN APPROACH: #1 Vision

#1 - Cast a Vision = Passion

- Where We Can Be
- Path on How to Get There







Melissa Whitaker International



## SHIFT IN APPROACH: #1 Vision

PASSION: DO YOU STILL  
HAVE IT?









Melissa Whitaker International



## SHIFT IN APPROACH: #1 Vision

*Ways to Differentiate your Company:*

- **Management:** Defined Proven Process to develop your people
- **Sales:** Evolution of their Career
- **Training & Development Programs**
- **Mission Bigger than just making money – GIVING BACK**





Melissa Whitaker International



## SHIFT IN APPROACH: #1 Vision



*Ways to Differentiate your Company:*

- **Mission Bigger than just making money – GIVING BACK**

MWI Serves at an Orphanage in Baja, Mexico










Melissa Whitaker International

## SHIFT IN APPORACH #2

Captain David "Schwarz" Clementi  
Instructor  
435<sup>th</sup> Fighter Training Squadron

**Leader → Follower**

**Leader → Leader**




Melissa Whitaker International




## SHIFT IN APPORACH #2

- Hiring the Right People
  - Right people on the right bus

***Why is this such a challenge?***



 						
Leadership Situations	Seniors	Builders	Boomers	Busters Gen X	Millennials Gen Y & iY	
Era Born	1900-1928	1929-1945	1946-1964	1965-1983	1984-2002	
Life Paradigm	Manifest Destiny	Be Grateful have job	You owe me	Relate to me	Life is a cafeteria	
Attitude to Authority	Respect them	Endure them	Replace them	Ignore them	Choose them	
Role of Relationship	Long term	Significant	Limited, Useful	Central, Caring	Global, 24/7	
Value System	Traditional	Conservative	Self-biased	Media	Shop around	
Role of Career	Loyalty	Means of Living	Central Focus	Irritant	Place to serve	
Technology	What's that?	Hope to outlive	Master it	Enjoy it	Employ it	
View of the Future	Uncertain	Seek to stabilize	Create it!	Hopeless	Optimistic	






Melissa Whitaker International


## RECRUITING & RETENTION


### Upside Advantages of Millennials:

- They are confident
- They are social
- They are creative “Why not?”
- **They are tech savvy**
- They are family oriented
- They are influential (America’s largest generation)



Melissa Whitaker International





## RECRUITING & RETENTION

### Communicating to various Generations

Preferences:

- Baby Boomers – Give me the bottom line
- Gen X – Keep it real
- Gen Y – Make it interactive
- Gen Z – Keep it short

Communication evolving at work	Baby Boomers	Gen X	Gen Y	Gen Z
Birth Years	1946-1964	1965-1983	1984 - 2000	2000 - 2018
Life Paradigm entering career	You owe me	Relate to me	Life is a cafeteria	I'll learn to cope
Communicate with me	Give me the bottom line	Keep it Real; don't sugarcoat it	Make it fun & interactive	Use symbols; keep it short
Feedback evaluations	Annually with documentation	Continuous – share pros & cons	Immediate & frequent	Instant & on screen
Valuable rewards	Position, title, corner office	Freedom, work on my own	Meaningful work or service	Let me do it my way
Technology	I will master it	I will enjoy it	It will entertain me	I will employ it




Melissa Whitaker International





## RECRUITING & RETENTION


### *What do all Ideal Team Players Want?*

- Company who gives them an avenue to learn and grow
- Company who cares about them as a person not just a number

*"Millennials care deeply about their development when looking for jobs and — naturally — in their current roles. An impressive 87% of millennials rate "professional or career growth and development opportunities" as important to them in a job — far more than the 69% of non-millennials who say the same."*



Melissa Whitaker International




## RECRUITING & RETENTION

Gallup's latest report, *How Millennials Want to Work and Live*, reveals that 59% of millennials say opportunities to learn and grow are extremely important to them when applying for a job.

Comparatively, 44% of Gen Xers and 41% of baby boomers say the same about these types of opportunities. Millennials assign the most importance to this job attribute, representing the greatest difference between what this generation values in a new job and what other generations value.

Melissa Whitaker International



## RECRUITING & RETENTION

*What do all Ideal Team Players Want?*

- Company who sees them, hears them and seeks to understand them
- Leaders who can PULL the GREATNESS out of them




Melissa Whitaker International



## RECRUITING & RETENTION

*Ways to Differentiate your Company:*

- Defined Career Path – internal promotion opportunities
- Training Program
- Support a Cause
- Incentives Trips – details & pictures of past ones
- Company Presentation – covering what's offered
- “Meet the Firm”






Melissa Whitaker International




## RECRUITING & RETENTION


*Ways to Differentiate your Company:*

- Detailed Job Description
- Awards Company has won
- Company Story & Mission Statement
- Professional & Attractive Web Site
- Competition & Rewards Programs
- Mentoring Programs
- Structured Internship Program






Melissa Whitaker International




## RECRUITING & RETENTION

**Ideal Sales Team Player**



**Ideal Management Team Player**







Melissa Whitaker International




## SHIFT IN APPROACH: #3 Truly Care


### #3 – Truly Care about People

- Care about Them
- Trust Them
- Love Them


*“If someone cares, you can work with them on anything.”*







Melissa Whitaker International






## EFFECTIVE COACHING

### SEEKING TO UNDERSTAND

- Do you care enough about the people who work for you – to understand how each of them are wired?
- Do you care enough to understand what motivates them and what demotivates them?
- Do you care about your employees families?





Melissa Whitaker International

## EFFECTIVE COACHING

### SEEKING TO UNDERSTAND

“ They may not remember the fighter maneuvers I taught them 5 years from now, however they will remember how they felt around me.”


– Mark Schmidt, Lieutenant Colonel, United States Air Force







Melissa Whitaker International

## EFFECTIVE COACHING


*“Outstanding leaders go out of the way to boost the self – esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish.” – Sam Walton*








Melissa Whitaker International



## EFFECTIVE COACHING

***The Essence of Effective Coaching is treating people the way they can be, not the way they are.***







Melissa Whitaker International






## EFFECTIVE COACHING

Why do you think most managers don't implement "effective coaching?" What are the **barriers preventing more coaching?**



- Inappropriate timing
- Competing pressures
- Lack of reinforcement
- Fear of coaching
- Inadequate models
- Lack of follow through









Melissa Whitaker International

## EFFECTIVE COACHING

### ATTRIBUTES OF AN EFFECTIVE COACH

- Implement proactive listening skills.
- Encourage subordinate and self evaluation.
- Be conscious of your verbal & nonverbal communication (body language).
- Respect others around you.
- Be specific in your advice/feedback - more specific is more effective.
- Keep it simple and focus on one or two things at a time.









Melissa Whitaker International

## EFFECTIVE COACHING


### FEEDBACK IS VITAL


- Coach and give feedback
- Clarify Objections
- Provide resources and networking support
- Communicate business results and relevant updates





Melissa Whitaker International







## SHIFT IN APPROACH: #4 Vulnerability

### #4 - Have the Courage to be Vulnerable


- We all need to constantly learn
- Management & Sales




(Elevate to a NEW LEVEL in career & life!)



Melissa Whitaker International








## SHIFT IN APPROACH: #4 Vulnerability

**27 Page Personalized Assessments for Managers:** This helps Managers understand their strengths and challenges as a Manager and allows direction on how to coach their people the best way for maximum results. The following information is included in the Director/Manager's report:


- *What Priorities Shape YOUR Experiences.*
- *Motivators and Stressors as a Manager.*
- *Breakdown description of YOUR personalized "Directing & Delegating Style."*
- *Detailed guide on how to be the most effective manager with different types of people on YOUR team (direct reports).*
- *Detailed breakdown of what kind of potential obstacles and strategies they may have in the development process of different individuals on their team.*







Melissa Whitaker International





## SHIFT IN APPROACH: #4 Vulnerability

**25 Personalized Assessments for each Sales Rep:** This helps each sales rep and their Manager understand their **strengths and challenges according to how they are DNA wired**. The assessment report also includes:


- *What each person's priorities are according to how they are wired.*
- *What each person's **strengths are in sales** based on how they are wired.*
- *What each person's **challenges are in sales** based on how they are wired.*
- *Recognizing the Psychology of the Buyer.*
- *Based on how a Prospect/Client is wired and what their priorities are.*
- *Guides/Suggestions on how to adapt to different customers and how to consult them effectively to build trust faster and make more sales.*

The most successful people are those who are self-aware and learn / grow accordingly. Having a "Growth Mindset" is vital to continual growth and excelling in their position. *This also helps their internal Manager / Coach them better for maximum on-going sales results.*





Melissa Whitaker International



## SHIFT IN APPROACH: #4 Vulnerability

### Implement Evaluations:


- Consultants / Employees (filled in by consultant / employee and manager – then discussed)
- Managers
  - Filled in by Supervisor
  - Filled in by Sales Consultants for each manager
- Company (filled in by employees)




The diagram is titled "RESULTS: COMPLETE THE MISSION" and is part of a presentation by Melissa Whitaker International. It features the same circular logo and "Grand Slam" event logo as the previous slide.


The main content of the diagram is a video review section on the left and a map of success on the right. The video review section includes the text "Video: After review:" followed by two bullet points: "Squadron 435<sup>th</sup> was the TOP Squadron" and "Washout rate decreased by 85%". Below this, the text "Examples of success after our programs . . ." is displayed. To the right, a map shows a path leading to "SUCCESS", with various milestones marked along the way: "FAITH", "PATIENCE", "HARD WORK", "PERSEVERANCE", and "WISDOM". A blue pushpin is placed on the "SUCCESS" label.








Melissa Whitaker International



## SHIFT IN APPROACH: 4 KEY STEPS

1. Cast a Vision
2. Different Leader Approach
3. Take Care of People
4. Show Vulnerability







Melissa Whitaker International






**NEW - MWI Management & Leadership Academy:**  
Oct. 11<sup>th</sup> – 12<sup>th</sup>

**MWI Elite Sales Academy:**  
October 17<sup>th</sup> – 21<sup>st</sup>








Melissa Whitaker International





**NEW - MWI Customer Service Academy:**  
*Schedule one for your office*





**MWI Aftermarket – Inside Sales Academy**  
*Schedule one for your office*







Melissa Whitaker International





## Thank You, Questions?

For Additional Information Contact:  
Melissa Whitaker International  
[www.melissawhitakerintl.com](http://www.melissawhitakerintl.com)  
[info@melissawhitakerintl.com](mailto:info@melissawhitakerintl.com)  
847.845.4922





