

Job Descriptions

- Specifics of the position
- Competencies required
 - Sales, Programming, HR, etc.
 - Conceptual
 - Behavior, commitment, desire

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IMPACT

P=People

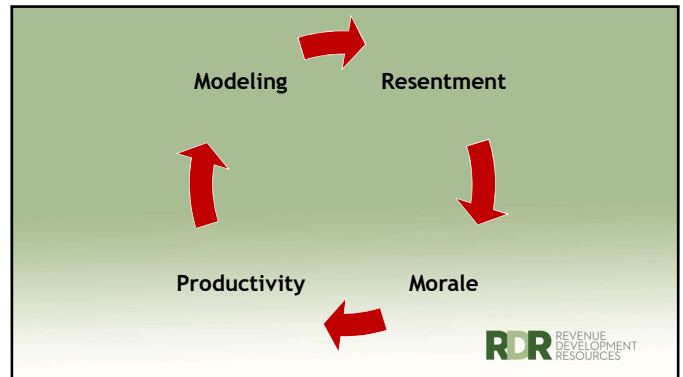
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Weak Links

1. Majors or minors?
2. Infield or outfield?
3. Fear of getting hit by bat?
4. Lack understanding
5. Not performing

Responsible for YOUR actions.
Responsible to your TEAM.




Weak Link Development

1. Meeting
2. Roadmap
3. Expectations
4. Timeline
5. Communicate to Team






Attitudes and Behaviors... Change?





**“Your Own”
Media Sales
Academy:
You Get
What You
Tolerate**



Types of “Listeners”

- Hijacker
- Interrupter
- Negator
- Minimizer

And lest we forget...

Dr. Henry Cloud



Listen like the FBI



Mouth closed. 100% attention. Eye to eye.
No phone. No email.
Quiet place. No interruptions.
“Tell me more.” “How would you fix this?”
Construct the bridge: “I understand it may hurt...”
Dead space ok. Agreement not necessary.
Dr. Henry Cloud

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Are you a good listener?

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IMPACT
A=
Activity

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“WHAT WE’VE GOT HERE A FAILURE TO COMMUNICATE!”

Top Management Bloopers

1. Lack direction, praise, feedback
2. Failure to listen

The single biggest problem with communication is the illusion it has taken place.

George Bernard Shaw

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Communicate What?

1. Expectations (what, when, how)
2. M&Ms (measures & mileposts)
3. Evaluation
 - a. Feedback via
 - Appreciation
 - Coaching
 - Discipline
4. Results/Consequences

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Expectations

Set at onboarding
Communicated clearly & completely
Fully understood & acknowledged
Reinforced at meetings
Use team mentors
Engrained in culture

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Measures

What's measured gets improved. Peter Drucker

Clear Standards of **BEHAVIOR**

Excellent
Good
Average
Poor

Measure behavior before results...and go deep



Example: Growth of Sales Skills



What to Measure - Part 1

- Account development & retention
- New business development
- Appointment-proposal ratio
- Proposal-close ratio
- Profitability of business conducted
- Collections



What to Measure - Part 2

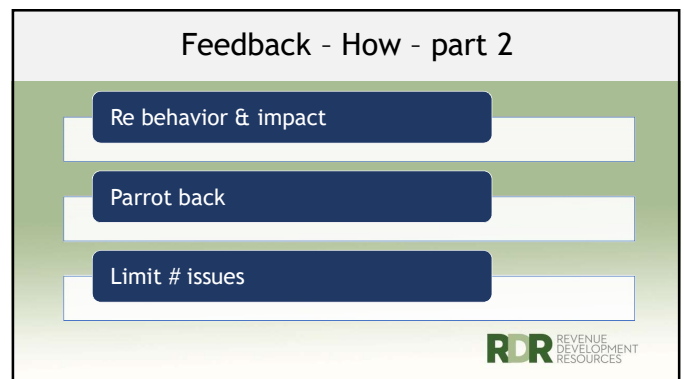
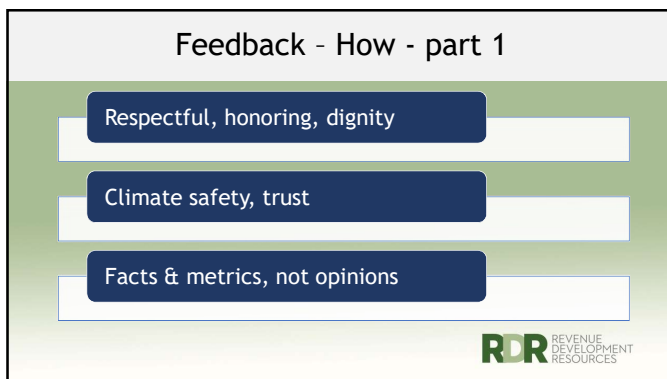
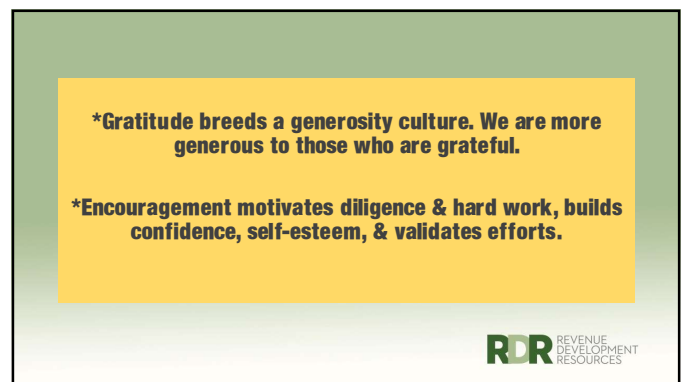
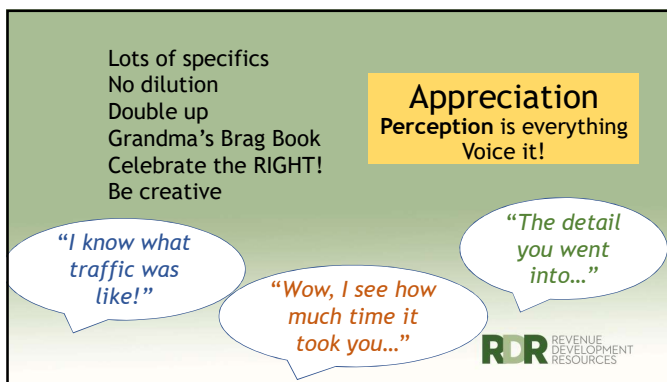
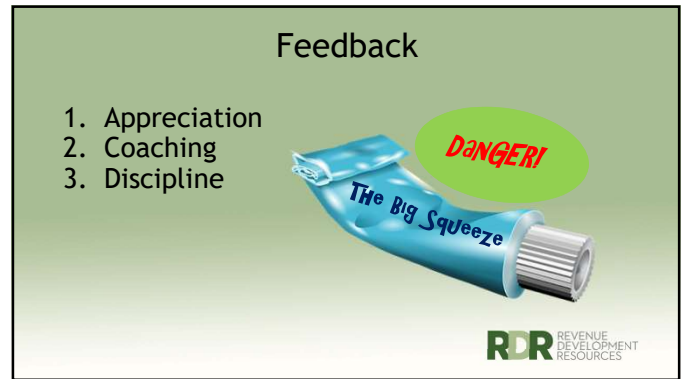
- % of Goal
- Revenue
- New business accounts
- New Business Rev
- Alternative Rev
- Digital/Texting Rev
- Avg # accounts on air



What to Measure - Part 3

- Client Retention
- Average Order per Account
- Receivables
- REVPAD
- Written Presentations
- Demo Spots
- Advertiser Successes
- Influence/Attitude





Feedback Timing

- Emotionally/physically prepared
- Proximity to behavior
- More than just annual review!

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Public Feedback - when

- Notify others issue addressed
- Disrespect/error displayed
- Devalue others if not addressed

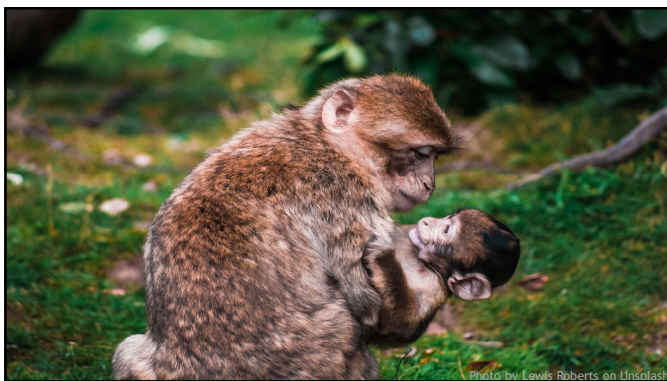
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End ~ Begin ~ Keep going ~ Grow

1. What actions should we end to prevent issues?
2. What actions should we begin to prevent issues?
3. What's working that should keep going to prevent issues?
4. What needs to grow in order to see improvement?

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Feedback Tips

- Ask questions
- General questions = general feedback
 - “Help me understand what you mean by that.”
 - “Can you give me an example to understand?”
- Don't penalize for truth...learn to love correction.

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"I wonder what 'You ate the turkey!?' means?
You look mad. Am I in trouble?"

Words: 5%
Voice: 37%
Body language: 58%

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Proof!

" I didn't say you were stupid."
" I **didn't** say you were stupid."
" I didn't **say** you were stupid."
" I didn't say **you** were stupid."
" I didn't say you **were** stupid."
" I didn't say you were **stupid**."

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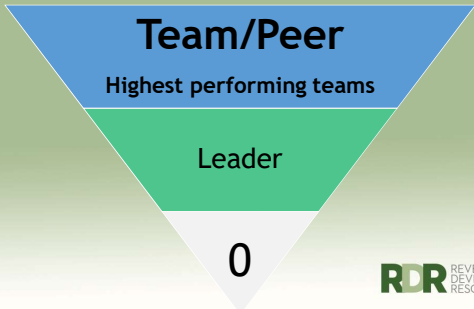
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C=

Culture

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Who's administering?



Team/Peer
Highest performing teams

Leader

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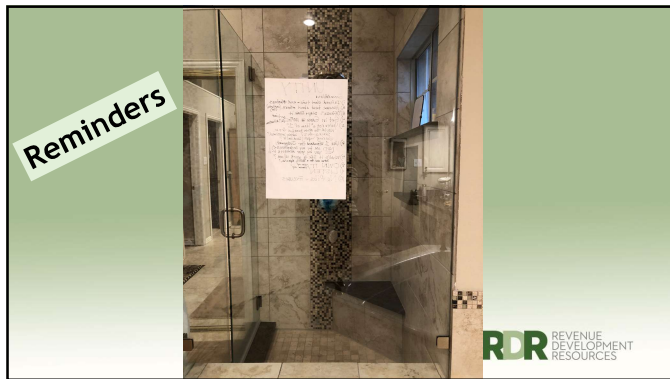
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Daily Tsunami Mastery

- Good vs. Best
- Excellence vs. Perfection
- Activity vs. Productivity
- Prioritization
- Elimination

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Are there any other comments you would like to make?

Dear Advertiser,

In November of _____, I sent many of you a notice that (Company Name) wanted to be graded by you. Well, we are standing by what we said with this, our first customer satisfaction survey.

As we all grew up for the rest of 20____, our management team is very concerned that you become more than satisfied in your dealings with our stations, we want you to be able to consider our stations (LIST THE CALLS) your marketing partners. That's why we are asking you to take just a few moments to fill out this survey. If you will fill it out and send it back with your payment, we will read what you say and strive to make the needed changes you want us to make!

On behalf of our staff and management, OUR COMPANY wishes to thank you in advance for your input as to how we can better serve your needs and help your business be more profitable in 20____ and for years to come!

Mark Levy
Owner, Revenue Development Resources
(972) 522-8570

Name _____
Phone _____

Thank you for your help!

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For
Begin
Here

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1) Please rank the quality you value most in your media representation.

A. _____
B. _____
C. _____

2) On a scale of 1 through 5, with 1 being very poor and 5 being very good how would you rate your OUR COMPANY representative in presenting these individual qualities?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

3) How would you rate your OUR COMPANY account representative's knowledge of your business?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

4) How would you rate your OUR COMPANY account representative's ability to translate what you want to have happen in your marketing efforts into reality?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

5) How would you rate your OUR COMPANY account representative's knowledge of competitive media?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

6) How would you rate your OUR COMPANY account representative's knowledge of marketing principles?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

7) How would you rate your OUR COMPANY account representative's ability to help you develop successful marketing plans?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

8) How would you rate your relationship with your OUR COMPANY account executive?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

9) Which single media do you feel has been most in account representative to help your business the most?

A) _____
B) _____
C) _____

10) Of the media account representatives you deal with, who do you respect the most?

A) _____
B) _____
C) _____

11) On a scale of 1 through 5, with 1 being not influential and 5 being very influential, how would you rate the importance of the relationship you have with your various media account representatives versus the percentage of your marketing budget that you allocate to these particular media?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

12) Which media account representatives provide you with the best service?

A) _____
B) _____
C) _____

13) How would you rate your OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

14) On a scale of 1 through 5, with 1 being very poor and 5 being very good how would you rate your OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

15) Can you suggest anyone in media roles that would be a good addition to OUR COMPANY?

A) _____
B) _____
C) _____

16) On a scale of 1 through 5, with 1 being very poor and 5 being very good how would you rate your OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

17) How would you rate the OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

18) How would you rate the OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

19) How would you rate the OUR COMPANY's ability to service your account?

A) 1 2 3 4 5
B) 1 2 3 4 5
C) 1 2 3 4 5

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