



# Four Reasons Most Sales Training Fails

**While organizations around the world are spending billions of dollars on training, most of that investment is being wasted. Here's what you can do to make sure your sales training initiatives add up to long-term results.**

Have you ever observed a sales representative during a call and thought, “How can this be the same person who did so well during training? Why aren't they doing what they were taught?”

They've been through the training and learned the skills—intellectually they know what they should do—but now that they're back on the job, they've fallen into old habits and behaviors.

The fact is, this situation is more often the rule than the exception. Data collected by the

consulting firm ES Research has shown that **85 to 90 percent of sales training fails to translate into a lasting improvement in productivity.**

**So what's keeping the training from moving sales professionals from knowing to doing? Here are 4 of the most common reasons most sales training fails.**

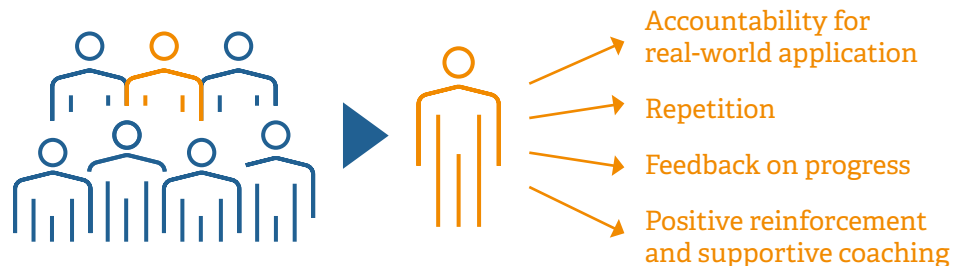
## 1: LACK OF STRUCTURED FOLLOW-UP

Training is often treated as an event instead of a process. We assume that if we teach skills in a workshop, sales representatives will remember and practice them. But study after study tells us that, without reinforcement, most people forget nearly all of what they've heard and quickly go back to old habits.

When participants leave training, there must be a structured follow-up process that ensures:

*"How can this be the same person who did so well in training?"*

*"Why aren't they doing what they were taught?"*



Don't fall into the trap of assuming that online videos or modules are sufficient. Salespeople typically view these as an afterthought and treat them as such. Regularly scheduled sessions with accountability for application are critical.

## 2: LACK OF INTEGRATION INTO THE BUSINESS CULTURE

Even if there are follow-up activities to support the training, that doesn't mean the concepts will become part of a salesperson's day-to-day business behavior. For the training and skills to turn into a way of doing business, they have to be hard-wired into the culture.

This starts with clear direction and expectation from senior leadership. ***Why are you doing the training? Why now? What does "success" look like? What role will managers play?***

These are important questions that should be addressed prior to the first session. Participants must know what to do (*expectations*) and how to do it (*application*) and receive feedback on their application (*coaching*).

This includes integration into:



## Questions

### for Getting the Most From Your Sales Training Investment

1. Do salespeople understand the concepts and believe they will help them sell more?
2. Have managers been equipped with tools to support and coach their people as they practice the skills?
3. Is there integration into daily business and accountability for application?
4. Is there a long-term strategy for reinforcement?
5. Does the training reflect and support positive customer-focused attitudes, motives and values?

While all of these are important, it is typically the last point that relates most to a willingness to practice the skills, and that's what ultimately impacts long-term sales success.

### 3: FAILURE TO ADDRESS THE IMPORTANCE OF ATTITUDES AND BELIEFS

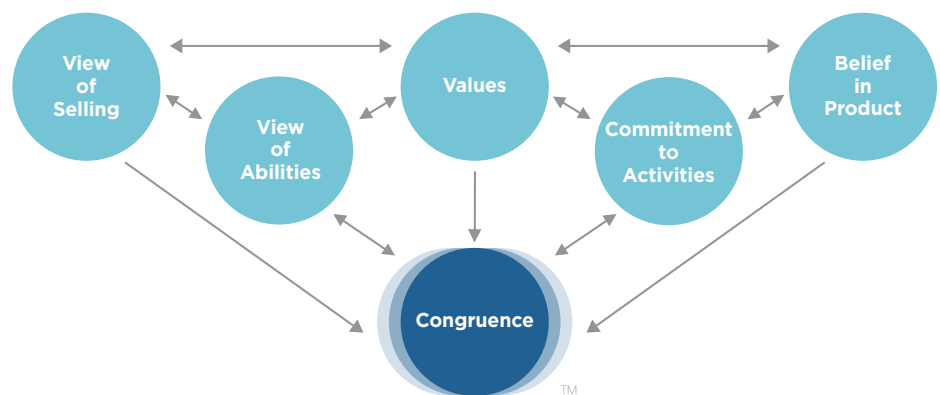
Most managers agree: Attitudes and beliefs separate high achievers from the rest, particularly when it comes to sales.

In fact, 84% of sales leaders we studied believe these factors matter as much if not more than selling skills and product knowledge. But only 26% said they were effective at developing these critical factors in their salespeople—a significant gap between what organizations say is important and how they're training their people to succeed.<sup>1</sup>

Yet these critical success factors are rarely acknowledged or addressed in most sales training.

Product knowledge and selling skills are both important, but **beliefs, values and a genuine desire to create value for customers are often the biggest influencers of sales success.**

Our **Sales Congruence Model** describes five key dimensions that illustrate how the salesperson's beliefs and values influence sales success:



#### What's the level of congruence when it comes to each of your sales professionals?

When the above dimensions are in alignment, or congruence, the result is almost always high productivity and sales success.

When there are gaps (represented by the arrows between the circles), there will be conflicts that impact performance.

For example, a salesperson may have positive values but views selling as being pushy or manipulative. You might see this play out behaviorally in their unwillingness to close. If someone has a strong view of their ability to be successful but a low commitment and willingness to perform the activities required, they may let

<sup>1</sup> <https://www.integritysolutions.com/insights/whitepapers-infographics/turbo-charging-passion-drive-sales-performance-improvement>

# About

## INTEGRITY SOLUTIONS

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critical information fall through the cracks, jeopardizing both internal and external relationships. Any gaps that go unaddressed in training will impact the salesperson's performance, regardless of the selling skills they're being taught in the classroom.<sup>2</sup>

### The bottom line? Alignment results in people selling more!

If you find yourself asking the question, "They know what to do, so why won't they do it?" look for clues in congruence. Salespeople who don't apply selling skills often feel they are being asked to do something that is inconsistent with their values and beliefs. That's why an essential goal of training should be to bring the five dimensions into congruence.

## 4: LACK OF MANAGERIAL ROLE-MODELING AND COACHING

*"Forget about that. Let me tell you how it's done in the real world."*

Just like that, your managers can undo everything. Too many managers are sabotaging the training efforts because they don't fully understand, believe in, model and coach the skills.

Managers have to know the concepts, believe their people will benefit and provide supportive coaching. In high-performing sales cultures, managers participate in the training and assume a leadership role in the follow-up process described above.

**What's missing in your sales training strategy? All four of these are critical. If they're not addressed, you and your salespeople won't be getting the results you need.**



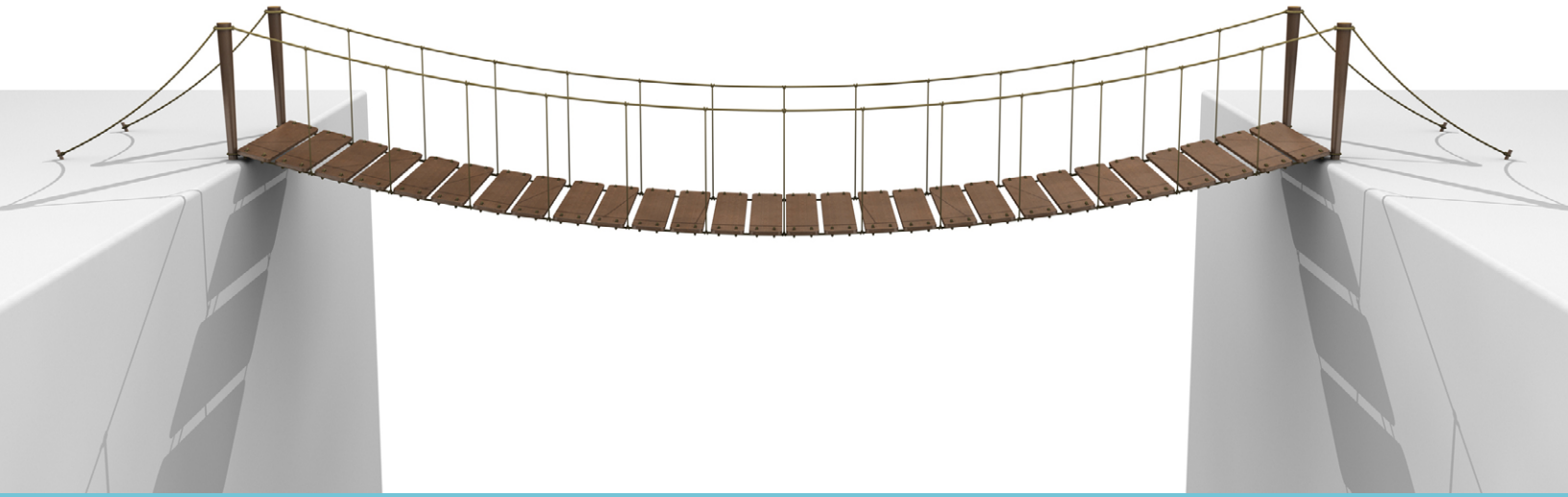
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# Bridging the Gap Between Service and Selling

**Every time your service professionals interact with a customer, they are influencing satisfaction and loyalty. Whether they drive future business or drive business away ultimately depends on how they view their job.**

Ask service professionals how they define their job, and they'll likely tell you it's about understanding and responding to customer needs. Ask them how they define selling, on the other hand, and you might hear something like, "It's about manipulating someone into buying something."

Sales is a word that comes with plenty of baggage. It's often seen as the domain of the slick, fast-talking huckster who uses carefully scripted techniques to trick people into buying things they don't even want or need. With that image in mind, it's no wonder so many service professionals can be completely put off by the suggestion their role involves selling.

Unfortunately, training and internal processes often end up reinforcing this mindset about what it means to sell. With a primary focus on traditional selling skills and processes that emphasize "pushing products" over solving problems and building relationships, the lesson learned is that sales is something you do *to* the customer, not *for* them.

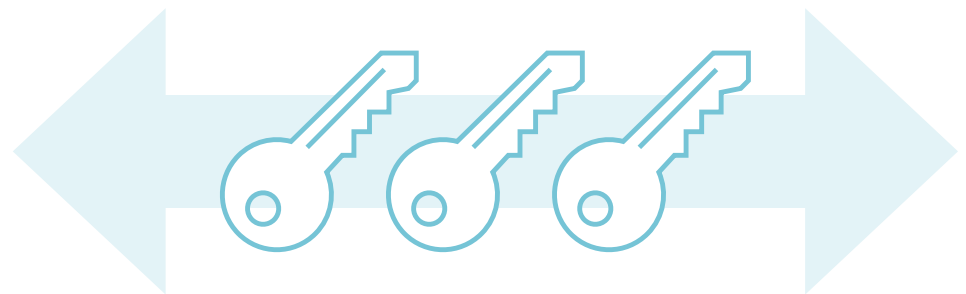
Why does this distinction matter? Your service professionals have the customer's ear. They have a unique vantage point for uncovering opportunities, building long-term loyalty, and reinforcing a strong competitive advantage. But to be successful, they need a new mindset about what it means to sell. Sales skills and product knowledge are helpful, but without a realignment of attitudes and beliefs, it will be an uphill battle.

### 3 KEYS TO BRIDGING THE GAP

Imagine if your service professionals described their jobs not just as, “I’m here to serve customers” but also as, “I can serve customers *better* by identifying additional needs they have.”

This extension of “what it means to serve” customers is something most people in service roles can get on board with. And it’s also the foundation for bridging the gap between service and selling.

Here are three keys for creating the mind shift that will unlock the potential of your service professionals to deliver a whole new level of value with every customer interaction.



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#### *Selling:*

*Identifying and filling  
needs people have and  
creating value for them.*

#### 1. Selling: It’s Not What They Think It Is

Your best service professionals are focused on making sure customer needs are addressed in the most optimal way, and that’s the mindset they bring to the service function.

What they need to recognize is that selling is no different. It’s not the one-sided, manipulative process they may have experienced when they were on the receiving end of a “hard sell” tactic. Instead, it’s another way to understand and serve customer needs. In fact, it can be a way to serve their needs even *better*.

That’s why aligning “what it means to serve” with “what it means to sell” is the critical first step in bridging the service-selling gap.

#### 2. Attitudes and Beliefs Make the Difference

So selling is an extension of good service. But do they believe it?

You can’t just change the definitions and expect people to change their attitudes and beliefs. And attitudes and beliefs matter. When you look at all the qualities and traits that influence professional success, one of the most important—if not the most, considering its ability to increase success exponentially—is achievement drive. It’s something that’s developed experientially, not intellectually, and comes from a belief that not only it is possible to achieve your goals, but you really want to achieve them because they align with your own values.

# Selling Principles

1. Selling and service are a mutual exchange of value
2. Selling is not something you do to people; it is something you do for and with them.
3. Develop trust and rapport before any selling or service activity begins.
4. Understanding wants or needs must always precede any attempt to propose a solution.
5. Sales and service techniques give way to values-driven principles.
6. Truth, respect and honesty provide the basis for long-term success.
7. Ethics and values contribute more to sales or service success than techniques or strategies.
8. Pressure is never exerted by the sales or service professional. It's exerted by customers when they recognize the value of your products or services.
9. Negotiation is never manipulation. It's a strategy to work through concerns – when customers want to work through them.
10. Getting commitment is a victory for both the sales or service professional and the customer.

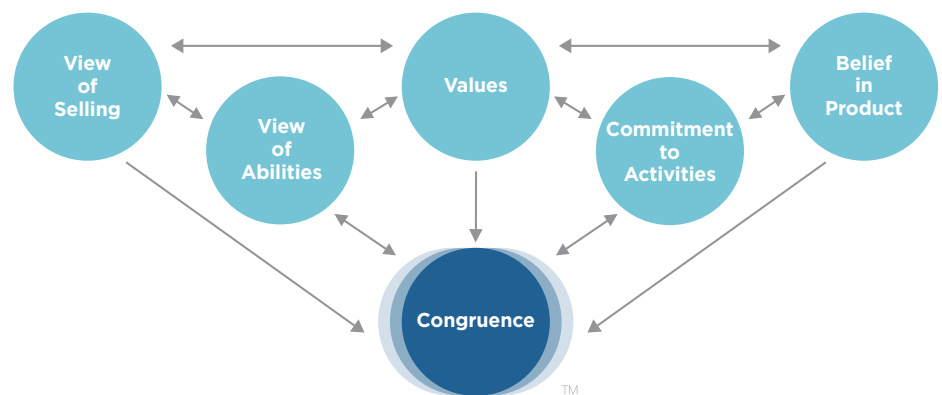
This is not a question of “you either have it or you don’t.” You can change attitudes and beliefs, but it’s a process that includes knowledge- and skill-building, practical tools, coaching and reinforcement. We’ve found the **10 Selling Principles** to the left are a helpful starting point. They give service professionals context for how the concept of selling doesn’t conflict with but instead complements and enhances what they’ve been doing all along.

## 3. Successful Service-Selling Comes From Congruence

So how do you bring it all together? The answer is *congruence*.

### The Sales Congruence Model

A successful sales and service experience requires more than skills and product knowledge. It is also influenced by internal beliefs in the following dimensions:



Unique learning dynamics and a strong focus on customer-focused values and ethics help to bring these five dimensions into congruence or alignment. As this occurs, participants develop more confidence and commitment to practice needs-focused selling.

For example, if a service professional has high values and commitment but a low view of selling, something is going to suffer: either their satisfaction with the job, their success in selling or, more than likely, both. On the other hand, they may have a high belief in the product but a low view of their abilities to sell. Again, this lack of congruence, or alignment, will get in the way of their success and potentially their job satisfaction.

As these five dimensions are brought into congruence, your service professionals will have more confidence and commitment to do the activities that support both their own job satisfaction and their service-selling success.

# About

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## CHANGE THAT LASTS

There's no point making the decision to bridge the gap between service and selling if you don't also make the plans to ensure the change really sticks. These four best practices, which we've identified through our research, are the critical components for maintaining change and reaching breakthrough levels of performance:

- **Allocate the appropriate time** to develop the attitudes, beliefs and skills that align with the values and ethics of the organization. Short-change the process and your results will be short-term at best.
- **Use a disciplined learning methodology** that relies on spaced repetition and consistent feedback.
- **Implement a facilitated process over a period of weeks**, where employees are held accountable to apply what they have learned.
- **Make sure managers have the appropriate attitudes and skills** to coach and support your service employees. Don't discount the pivotal role they play in the process.



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YOUR GUIDE TO

# Leading, Coaching and Selling with Style

All the change and turmoil of the past year has put leaders and salespeople to the test. One change in particular, the pivot to virtual work, has made it even more challenging to keep customers and employees engaged.

While you may already be familiar with [Behavior Styles®](#) and how they apply to sales and coaching situations, the shift to remote work — not to mention the stress many are under — has added a new dimension to the way we interact. By understanding and adapting to the Behavior Styles® of others, you can build trust and rapport even from a distance.

When you enter a conversation thinking about what the other person values, as opposed to what you prefer, you'll find they naturally connect with you at a deeper level. And when customers feel valued, they move from satisfied to loyal. It's the difference between a customer who is content with the purchase but willing to switch to a different solution and one who is a staunch advocate and promoter of your brand.

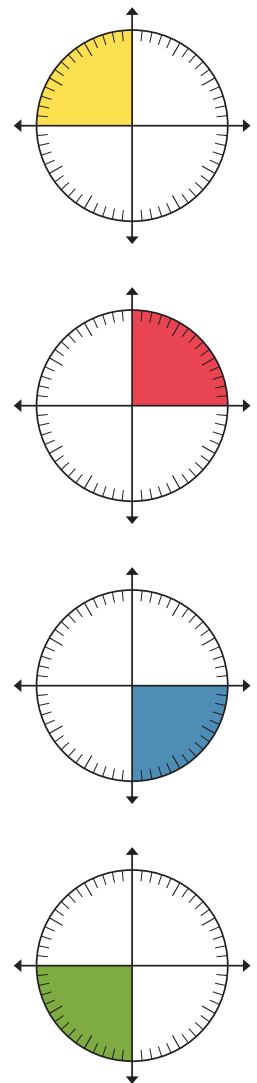
Likewise, when employees feel valued, they also move from satisfied to loyal — from happy to put in the bare minimum to collect a paycheck to fully engaged and willing to go above and beyond, for the company and their customers.

The tipping point between satisfied and loyal is all about value. Loyal customers and employees don't just receive value from us, they feel valued by us. And the way we make sure they feel valued is to understand their Behavior Style and honor their preferred communication style. It's why effective, efficient communication is one of the last competitive advantages we have.

## BEHAVIOR STYLES®: STRENGTHS AND PITFALLS

The first step is knowing your own style. While most people have one or two dominant styles, everyone is combination of styles. Whether you're a coach or a salesperson, if your communication approach is overly tilted toward your own dominant style, you'll risk ignoring or failing to connect with the other person and what they care about most.

With continued change and disruption hitting the workplace, it's even more important to get your messages across clearly and empathetically. Identifying



and connecting with the other person's Behavior Style should always be part of your pre-call planning and coaching discussion prep.

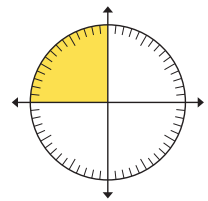
As outlined below, each style has strengths and challenges, and that will impact your planning:

- **First**, consider which of these tendencies may apply to you as the coach or salesperson.
- **Second**, review the tendencies with your audience in mind to determine how to best serve their communication needs.

**TALKERS** are great at establishing relationships. They're creative, inspiring and light up the room.

But right now, they may be feeling stuck in the rigid routine of social distancing or staying home. They may also be struggling with lack of structure, planning and focus.

**Tips for Talkers** - Whether coaching or selling, invest in time to plan and prep for your conversations with a focus on asking great questions and listening to understand vs. listening to respond. Balance relationship building with dialogue about their desired situation and goals with a strategy to get results.



- **Coaching Talkers:** Assess if those challenges are impacting their productivity. If so, help them draw on their strengths to identify creative solutions to stay motivated and attentive to the details.
- **Selling to Talkers:** Focus on building the relationship, then demonstrate how you can help them simplify or navigate the details to implement your solutions.

#### What Do They Do Best?

- Inspire others
- Think fast on their feet - optimistic, intuitive
- Lots of creative solutions
- PROMOTING ideas, opportunities or people
- Networking

#### What's Hard for Them?

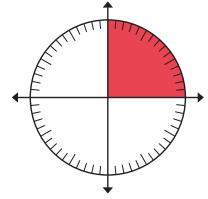
- Restrictions or routines
- Formal reports or keeping detailed records (CRM, etc.)
- Focus for long periods - easily bored
- Organization
- Completing long term tasks

**DOERS** are dialed in on the end results, and like the name says, they do what's necessary to make it happen. Because they're decisive and fearless, you can count on the Doer to step up when action's needed.

Doers call it like they see it and have the courage to tell the truth from their perspective. But that candor is not always welcome. Another potential pitfall for Doers is impatience. We are communicating one hundred percent of the time, whether we're speaking or listening, and impatience can be really obvious to the person with whom we're talking.

**Tips for Doers** - Take a moment to assess whether you have met others' needs to establish rapport and build trust before discussing their goals and

desired results. People will be more transparent if they feel that you value the relationship. Allow time for them to process and consider information before moving to the next step.



- **Coaching Doers:** Make it clear your intention is to equip them to achieve their goals and enjoy greater success. Ask questions to help them identify and remove obstacles that could get in the way.
- **Selling to Doers:** Doers tend to dislike chitchat, so be brief and transition to a results-focused conversation quickly to demonstrate you value their time and goals. Be aware that, with Doers, rapport often happens at the end of the call, not the beginning.

#### What Do They Do Best?

- Goal Focused
- Take charge, competitive, get things done
- Decisive risk takers
- Fearless – no obstacle is too big to overcome
- ENSURING bottom-line results

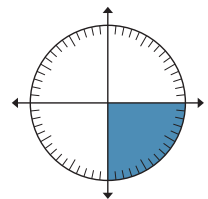
#### What's Hard for Them?

- Details
- Being diplomatic – can come on strong/insensitive in conversations
- Lots of rules and regulations
- Waiting
- Chitchat, Listening

**CONTROLLERS** like to plan before they act and think before they speak. Thoroughness and attention to detail helps them bring logic and balance to the decision-making process.

Controllers prefer to work alone and are less likely to share personal information. They also dislike unpredictability and spontaneity – which can make today's environment very challenging for them.

**Tips for Controllers** – Allow time for relationship building in addition to addressing your employee's or customer's needs and/or problem solving. People who value relationship need to feel you are a friend who has their best interest at heart before they trust your motives and recommendations.



- **Coaching Controllers:** Prepare for the conversation with a clear objective in mind, and review and bring any relevant reports or data. Recognize that they prefer to have time to plan for change.
- **Selling to Controllers:** Focus on benefits and the resulting return on investment (time, money, energy, etc.) from their perspective. Don't view their questions as challenges; they're a reflection of a natural tendency to analyze how the solution could meet their objectives. And don't be afraid of silence. It just means they're analyzing the information.

#### What Do They Do Best?

- Highly organized
- Plan thoroughly before deciding to act
- Think before they speak
- PLAN to meet specified expectations – It will be done properly
- Relies on facts/proof

#### What's Hard for Them?

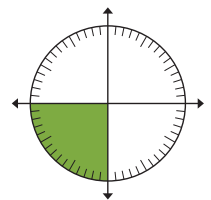
- Working with unpredictable people or in disorganized environments
- Being outgoing/open-very closed about personal matters
- Working with others or in groups – prefer to work alone
- Incomplete/unclear directions
- Spontaneity

**SUPPORTERS** value people. They're quick to serve and be others-focused. They're the most natural listeners because they're genuinely interested in what people have to say.

Because Supporters want everyone to win, competition can be difficult for them. They have a natural tendency to value people, so it's tough for them to work with people who don't share that perspective. And they don't want to hurt people's feeling, which can make it hard to voice contrary opinions. To avoid risk Supporters will look at things from all angles before moving forward. Pressure is unsettling, so they can end up in analysis paralysis.

**Tips for Supporters** – in addition to research and planning for your conversations, establish a timeline to meet the expectations and needs of the people who you are serving. Be willing to match the pace of those who need less analysis before executing on next steps.

- **Coaching Supporters:** Provide the employee with an agenda of the coaching session and topic in advance. You can also make it easier for Supporters to express their opinions by helping them see how their perspective will serve another person's growth or the broader purpose. Recognize that changing course quickly isn't easy for them, so they may be struggling with the abrupt changes of the past few months.
- **Selling to Supporters:** Expect Supporters to need time to consult with others to gain consensus on next steps. Allow time for questions, and recognize that they'll want to understand the process for implementing your recommendation and may need some kind of guarantee or "exit strategy" if the proposed plan does not meet their needs or expectations.



#### What Do They Do Best?

- Value people & relationships
- Great listeners
- Research, gather information
- Collaborate with others
- Follow-through

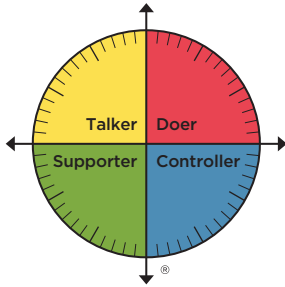
#### What's Hard for Them?

- Competition
- Pressure for an instant decision
- Working with dictatorial or unfriendly people
- Sudden, unexpected change
- Voicing contrary opinions

## LEADING, COACHING AND SELLING WITH STYLE

Stress is part of the equation right now, and stress tends to bring out even more of our dominant style tendencies. Self-awareness is critical to recognizing when you might be getting so out of balance that it's becoming detrimental to effective communication and relationships.

We expect grace as leaders and coaches when we're under stress, hoping people will judge us based on our intentions and motives and not necessarily our behavior in the moment. Be aware of how stress may also affect your customers' and employees' behavior. Extend that same grace to your customers and employees, and they will more likely feel valued.



Finally, lean into those strengths that contribute to your success. Whether you're coaching or selling, embrace those things that serve you well. Let your strengths contribute to leading and coaching in a way that causes employees and customers to feel valued. Focus on asking great questions, the kind that demonstrates you have their best interest at heart. You'll find it makes all the difference—especially from a distance.

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# Accomplish amazing things. Start with Integrity.

**INTEGRITY SELLING®**, launching in June, connects knowledge, skills and values, to help associates embrace their role with a greater sense of purpose. Participants will identify and eliminate behaviors that stifle their potential, experience greater levels of achievement, and outperform, year after year. How will Integrity Selling® improve the performance at your office?

## *What others have said...*

(from participants in the inaugural **Right at Home Integrity Selling®** program)

"Integrity Selling class enabled me to connect with my customers on a new level. **By focusing on and listening to my customer's individual needs, I am able to bring value to their lives** and not just "make a sale".

Director of Nursing, Langhorne, PA

"I definitely feel **more confident** in my position here; I am **more patient** as I interact with people that are wired differently. When you asked for initial feedback after the first class, I said it was shallow content. However today I would say this is **valuable, applicable content** that appears simple at first look. The week-by-week cases where we are applying the same principles repeatedly makes simple content mind-blowing. I especially appreciated last week's class developing questions. I have them saved in my "meet and greet book" and refer to them often. Jennifer, you've done a great job leading this class. Bravo."

Marketing Director, Memphis TN

"The benefit of **sharing of ideas and concepts with your peers**, while tweaking or learning new concepts for the first time, is invaluable"

Director of Business Development, Right at Home of the Triangle, NC

"Integrity Selling has given me confidence in my selling. I have clarity on how to interact with different behavior styles for better conversation flow. This new approach gives me a better understanding of the target audience, which creates a comfortable atmosphere for everyone involved. **Integrity Selling has given me the confidence to sell and belief in my ability to deliver value to my audience.**"

Community Liaison RN, Pensacola, FL

"My learning experience with Integrity Selling has been two-fold. **I've learned as much about myself as I have about working with others. I've learned how to deal with various behavior styles and how to adjust my behavior in order to communicate more effectively.** Although these are sales/marketing strategies, as an HR Director, I've been able to apply these same principles to recruiting new employees and basically "selling" our agency to potential candidates."

Director of Human Resources and Finance Administration, Sarasota, FL

# How this Approach Aligns with Right at Home



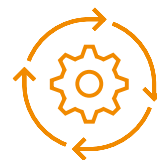
## YOUR KPIs ARE A KEY OBJECTIVE

Every touchpoint is a sales opportunity, with effective sales conversations your team will be able to enhance and leverage relationships for profitable outcomes.



## PEOPLE NOT IN TRADITIONAL SALES ROLES

In addition to those in sales, you have people in various client-facing roles who should participate in this training (e.g., OSR, ISR, Care Coordinator).



## KEEP IT SIMPLE

You have a need for sales and coaching processes that are simple to learn and apply. One reason why Integrity Selling® is such a proven conversation/sales model is that it meets this need. And as such can easily be applied by people in different roles.

## PROGRAM DETAILS + COMMITMENT

**COST:** \$695 (Local RAH office will be invoiced for participation)

**WORKSHOP OPTIONS:** **June 7th and 8th** (3 hours each day) OR **September 13th and 14th** (3 hours each day). Both date options will be delivered virtually.

**FOLLOW-UP SESSIONS INCLUDED:** There will be **weekly ONE-hour sessions for 8 weeks following the workshop**, to reinforce and implement the tools and skills introduced in workshop

*NOTE: Office Staff must have your local owner's commitment as well.*



**REGISTER**



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# Accelerate your sales performance

Integrity Selling® is a comprehensive sales training solution that positively impacts attitudes and beliefs about selling, while supporting the consistent application of positive, customer-focused sales behaviors.

Success in sales isn't just what you know, or even who you know; it's also who you are. We train the whole person with a values-led approach that delivers both the skillset and the mindset needed to fuel sales performance.

## SKILLSET



Building selling skills with a focus on deeply understanding your customers and developing trusted relationships that influence and advance buying decisions

## MINDSET



Bolstering achievement drive and self-belief by strengthening the positive attitudes and emotional factors that drive high-achievement

## BUILD A THRIVING, MISSION-DRIVEN AND CLIENT-CENTERED HOME CARE BUSINESS

As a mission-driven home care services organization, your priorities are to improve the quality of life of those you serve and to take the right approach when dealing with loved ones who have to make hard, emotional decisions.

*We'll help you*

**Implement** a common sales and customer service framework that aligns well with your culture and mission

**Improve** outcomes by overcoming negative views of selling and providing associates with a logical, simple communication process

**Tailor** solutions to the requirements and priorities of each individual client by asking needs-based questions

**Demonstrate** values-based processes and approaches with patients, families, partners and caregiving staff

*"Selling success is more an issue of who you are than what you know. While knowledge is necessary, sustained success comes to the person who's driven by strong values and ethics."*

— Ron Willingham, *Integrity Selling for the 21st Century*

INTEGRITY SELLING®



## TIMELINE FOR BEHAVIOR CHANGE

The timeline above supports the consistent application of customer-focused sales behaviors through time lapse, accountability, positive peer interactions and coaching.

Customer-focused behaviors are reinforced through an eight-week follow-up course, when participants share best practices and brainstorm solutions to challenges.

## A CONSULTATIVE APPROACH

Integrity Solutions has worked for decades with home care services organizations, enabling them to maintain the focus on quality of life and offer services with each person's needs in mind. We partner with you to ensure you're creating value and differentiating in ways that are relevant and meaningful while building credibility in the process.

## EXPECTED RETURN ON INVESTMENT

- **CONSISTENT** high sales performance
- **INCREASED** job satisfaction
- **GREATER** customer loyalty
- **DECREASED** call reluctance
- **STRONGER** goal clarity
- **RETENTION** of top performers



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