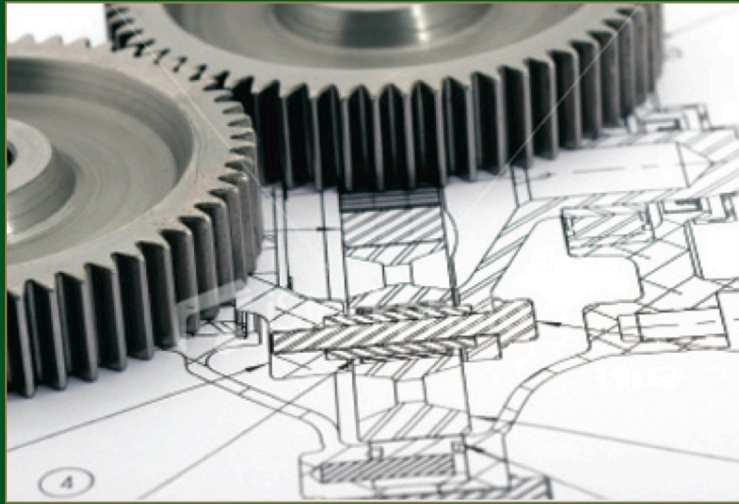


SALES MACHINE
LAND
MINES



6 SALES REVENUE KILLERS AND
THE BLUEPRINT TO AVOID THEM

MARTY CLARKE

SAMPLE SECTION

“Spotty Sales Training Strategy”

The following is an unformatted draft
sample of Section 5, “Spotty Sales
Training Strategy” from Marty
Clarke’s new book ***Sales Machine
Land Mines, Six Sales Revenue
Killers and the Blueprint to Avoid
Them.***

Section 5
LAND MINE!
Spotty Sales Training Strategy

LAND MINE!

Spotty Sales Training Strategy

High-performance sales machines believe to their very gears that training, in all its forms, is essential. But it's a huge topic with all manner of permutations and questions. Questions like:

- What do your salespeople need training on? Skills? Product? Process?
What?
- What about your sales leadership team? Do they get training, or are they just out of the loop?
- Do you buy it, or do you build it yourself?
- How do you know whether the strategy is successful?
- What about delivery methods? Online? Live? Webinars? What's the deal with all that, and how does it fit in logically with your company?

CEOs in a bad jam

I could go on because I believe that these questions are indeed infinite. Most CEOs are in a bad jam: they know that they have to implement a training

strategy, but they do not know the answers to all the questions surrounding the topic, and, typically, they don't have the time to devote to finding those answers.

So, what to do? Let me tell you what: CEOs know that they better do something.

A spotty (or no) sales training strategy sends this message to the sales team: “*No matter what we say to the contrary, we are really not investing in your career.*” It simply sends a message of neglect. Not good.

A great sales training strategy sends the message of “*We are investing in your future, we value you, and you are one of us.*” That is a message that resonates within high-performance sales machines and goes a long way in binding sales reps tightly to the company and to the mission of the sales force.

Damages done by a spotty training strategy

Rampant inconsistency

Unless you are constantly training your reps on how to act and what words and numbers to wrap around your product and service offering, then your reps will display inconsistency in the field. One rep will be presenting one way, one another. This goes for pricing as well. Some reps might even be saying things to customers about the product and service offering that are actually incorrect. A

high-performance sales machine thrives on rep consistency, and it is the training that makes that happen. Without training, your reps will be all over the place in more ways than one.

Thrown to the wolves

Reps who get no or just spotty training feel like they've been hired to sell and then just thrown to the wolves. Training arms the reps with the right behaviors, words, and numbers. These behaviors, words, and numbers are trustworthy because they have been approved by the company. Without them, the reps are left to fend for themselves, which degrades dedication to the company itself.

Lack of motivation

Really good, timely, and relevant training can be extremely motivating for reps. Reps can leave great training with a renewed sense of purpose and a renewed enthusiasm for the product and service offering. Possibly they've learned a new selling technique that they cannot wait to try out. In the absence of that training, the company loses the chance for all that motivation.

Lack of bonding to the culture

Because training is (or should be) a reinforcing tool for the company's sales culture, the absence of training can contribute to an erosion of a rep's bonding with that culture. Every training experience can bind a rep closer and closer to

the culture. Spotty or no training does just the opposite. The rep can easily lose touch with the culture that is supposed to be supporting him or her.

The sales training blueprint

Maintaining a vibrant, high-impact sales training strategy

The sales training blueprint is broken down into the following components:

- **The intent and approach**
 - *What exactly are we trying to accomplish, and what principles will guide us?*
- **The architecture**
 - *What are our delivery methods and time frames?*
- **The curriculum and measurement**
 - *What are our training topics, and how do we know whether our training is effective?*

Chapter 16

The intent and approach

See whether this sounds familiar: the sales revenue is not where it needs to be. So the CEO says, “We need training!” and the company spends a pile of money and brings in some excellent sales training, maybe for a day, maybe for a week. The training is awesome, and everyone is all fired up. Then, six weeks later, the sales revenue is right back in the same slump.

Then, the CEO is left scratching his or her head and asking, “What do I have to *do?*”

That’s all if the training is excellent. What if the training is terrible, uninspiring, or even just misses the mark? Then, the CEO has put himself or herself even further behind than before the training event was staged.

The intent

We must start with the intent. A lot of training misses the mark because the intent of the training was not defined beforehand. Companies just burn money on

training that does not actually address the specific knowledge gaps existing within the sales force.

Surgery without an MRI

Remember that CEO we discussed earlier? The one who notices that the sales revenue numbers are down and then screams out “*We need training!*”? Well, hiring or developing sales training without a diagnostic effort made to determine what the team needs training on is pretty much like walking into an emergency room and screaming “Give me some medicine!” What happens is that someone hands you some prescription-grade antihistamine, which you take, and that’s great, but you still have kidney failure.

That may sound like an absurd analogy, and maybe it is. It’s absurd, but that does not mean that it is inaccurate because the whole ineffective “Train the reps!” cycle is actually very common—and very costly.

What are the necessary business results?

The intent of training is to find the answer to the question “What are we trying to accomplish?” Over the years, I’ve refined that question for my clients so it now reads “What are the necessary business results?”

Think of that question this way: let's say that you had implemented and were currently maintaining a great sales training strategy. Look around you—what were the results of this initiative? See, you must project your thinking into the future and then work backward from the answers you find. You must commit these answers—these necessary business results—to paper because not only will they give you a path forward to building this strategy but also it is through those answers that you will find a way to measure whether you are succeeding. You cannot just launch headlong into an educational experience without performing this step first. I mean, you *can*; however, you are in danger of making a costly mistake.

The answers to this question are highly individualized to each company and sometimes to each sales team if the company has diverse teams.

Typically, the answers to the question “What are the necessary business results?” include the following:

For the reps:

- Increased sales revenue
- Increased sales activity
- Improved product knowledge
- Improved product application skills

- Improved morale
- Decreased sales employee turnover

For the managers, all of the above, plus:

- Increased leadership skills
- Fewer bad hires
- Fewer empty sales slots
- Improved presentation skills
- More effective sales meeting management

That is an incomplete list because, like I said, each company is going to have a distinct wish list, a distinct set of training result need-to-haves. Put some time into getting this list together. Ask the people you trust and whose opinion you value most to see what they come up with. But once you've got this part finished, once you've brought clarity and definition to your intent, then you are starting to build this strategy from a position of logic, a position of strength.

What you won't be doing is taking a shot in the dark and hoping it works.

Outsourcing

If you are entertaining the idea of outsourcing your sales training or even buying a one-time event for your sales force, be VERY keen to see whether that training company puts you through the exercise of finding out what the necessary

business results are. If it does not, please proceed with caution. If it does, make sure that what it is proposing maps DIRECTLY to your wish list.

The approach

When defining your approach to training, it is important to adopt the mind-set that sales training is a lifestyle, not an event. For sales training to be truly effective, it must live as a continuous part of a salesperson's life, not just occupy a square on a salesperson's calendar. It's got to be woven into the culture: *"Around here, we believe in continuous education."*

So many companies go the opposite route. They feel that training is an event—and they could not be more wrong. That's why training events that are these one-day or one-week sessions just do not really wind up impacting a sales rep's life, and, thus, they do not wind up impacting sales revenue.

What would you say to a person who needed to lose weight, went to the gym every day for a week, and then said, *"OK, I'm done now. Gee, why am I still fat?"* You would say, *"You are still fat because you are a moron. You're a moron who thinks a week at the gym is going to make you trim and happy. You have to go to the gym regularly, with consistency, and you have to stop chasing your lard sandwiches with whole milk and Ho Hos. Losing weight is a lifestyle, there, Baron Von Blimpenstein."*

And you'd be right.

Four maxims of the approach

So, with that in mind, let's outline a very good way to approach your sales training strategy. My recommended methodology has four maxims:

- First standardize and then decentralize
- The big three: repetition, variety, and participation
- Case study is your cornerstone
- Role-play is your whetstone

First standardize and then decentralize

If your company has one sales team in one spot, you can skip this part. However, if you have multiple teams distributed across a geography, this is critical. Too many times, after I've done my discovery on a particular sales force, I find that each location trains in completely different ways. This isn't tragic, but it's activity without strategy, and, ergo, it is wildly inefficient.

My rule is that the sales branches do not make up their own training topics or time frames. Sales training should be designed and approved at an executive level and then fed out into the field for execution where appropriate. Now, the

sales leaders at the branch level need to be part of that design and approval process. The line managers and even some reps should be valued contributors to the project. However, high-performance sales machines have everyone learning the same things, the same way, and usually on the same time frame.

First, they standardize:

- This is what we are training on
- This is when we do it
- This is who and/or what delivers it

Then, they push the appropriate parts of that out to the field. This breeds consistency and, of course, efficiency. Also, you will begin to gather best practices that will be relevant across the entire sales force. If everyone's doing his or her own thing, you lose that.

The big three: repetition, variety, and participation

Ah, yes, repetition, variety, and participation are our very best friends in our drive to deploy an effective sales training strategy. These are our weapons of learning power! Here, I will deconstruct.

Repetition

Whatever you train on, train on it over and over again. So many companies feel like they can hold a training class or rollout and expect the salespeople to absorb, master, and retain the critical teaching points the very first time they hear them.

Wrong.

The next time you stage a new product rollout, do not obsess only on the PowerPoint deck of slides. Obsess on that *and* obsess on how you are going to reinforce the critical teaching points of your product over a period of time after the rollout.

Your sales training strategy should take a quick lesson from major advertising campaigns. If some huge company launches a new product by buying an ad during the Super Bowl, can you or can you not count on seeing that ad quite a few more times in the coming weeks? Of course you can. The ad campaign's goal is nothing more than a calculated effort to teach the viewers about the product and why they should buy it.

Variety

You must use multiple media to reinforce the critical teaching points of your training topics and rollouts. You must embrace all appropriate delivery methods

and use them in combination with one another. Later in this chapter, I explain some of the most popular delivery methods.

What you want to avoid is the “hey, we sent everyone an e-mail with an attachment” approach or the “we sent everyone a manual” approach. That just does not work. Teach the sales reps what you need to teach them, and do that using as many different methods as are appropriate. When you do that, variety becomes a powerful weapon.

Participation

For true learning to occur, the training needs to draw the reps into a participative role rather than just a passive role. Testing is participative, group discussion is participative, role-play is hugely participative. Your training must include a way for your reps to get their hands dirty with the information. Often, this is the most fun part of the learning experience, and it’s the part that makes the critical teaching points stick.

For example, if you were designing product training, you might tend toward a learning experience where the reps listened to a detailed product rollout and read all the literature on a particular product. Certainly, the reps would pick up on a good amount of the information.

But what if you combined that approach with:

- A group discussion on a case study of how the product functioned in a particular situation
- An online interactive game the reps could play that would test their knowledge
- A role-play contest to see who could best describe the product's value proposition

My opinion is that your reps would go way past picking up a good amount of the information to becoming subject matter experts in your product and the value of its application in the field.

Case study is your cornerstone

High-performance sales machines are very big on case studies. Now, I know that the words “case study” typically conjure up images of boring pages of text. This does not have to be the case at all. In a sales training strategy, a case study is nothing more than a brief description that tells a sales rep, “OK, this is how it looks when it goes perfectly.” Keep in mind that they do not have to be true; a training case study can be a fictitious example.

A great way to use a training case study is to give the reps only part of the story and get them to fill in the rest. This can work for application as well as pricing exercises.

Speaking of application training, you can and should create case studies to describe excellent product application. When you do, your case studies build a mental reference of success in your reps' heads.

Case studies should be reviewed and discussed and used as teaching tools in the field as well as at headquarters, online, and any place else where training takes place. Case studies are the cornerstone of your learning efforts. Yes, you have to teach the details, the nuts and bolts; there is no getting around that. But you must follow up with case studies that show how those nuts and bolts fit together to form something valuable. In that way, a case study brings *context* to learning, and it is context that helps increase knowledge absorption and retention.

Role-play is your whetstone

There is a section of this book that is devoted to the power of culture. If I were the Training Czar of your company, I would establish role-play as an indelible part of the sales training culture. It is the only way that learning truly cements itself, it is the only way retention is maintained, and it is one of the very best ways to keep skills sharp and specific knowledge present and accurate.

Hockey practice? Of course!

I am a season-ticket holder to our professional hockey team here in town. This team plays 82 regular-season games a year. Because they are in the NHL, they are among the best hockey players in the world. Why, then, do they practice three times a week? They are the best. Why practice three times a week on top of playing 82 games? Easy: they have to stay sharp.

When an NHL team (or any other professional sports franchise) holds practice, they are essentially role-playing. Think about it. They have to repeat the game scenarios over and over to refine their ability to react and think in difficult and frenetic situations. If they don't practice, their ability to do this, to say nothing of their conditioning, decreases dramatically. They role-play the game situations in a safe and controlled environment so their sales manager—I mean, coach—can help correct their play and decision-making skills.

Role-play is absolutely essential to a high-impact sales training strategy, and high-performance sales machines embrace role-play and weave it deep into their culture.

Role-play does not have to be a long, protracted exercise. In fact, I'm more for short, situational role-plays done on a regular basis in the field. A sales meeting should not go by without at least one quick role-play. The sales reps will hate it at first, and then, they will accept it as part of the routine, and then, eventually, they will come to see its incredible value.

Chapter 17

The architecture

Your training architecture is broken down into two core elements:

- Delivery methods
- Rhythms

You must establish, for your company, what delivery methods make sense for which types of training. Once you do that, you have to establish the rhythms that these will follow in execution.

The delivery methods are the choices you have for actual knowledge transfer.

The rhythms determine how frequently you use each type.

We'll start with delivery methods.

Delivery methods

Embracing many training delivery methods is important. Too many companies pick one method and stick with it. When they do this, they neglect one of their most effective and powerful weapons. Remember:

Repetition—Tell them over and over

Variety—Tell them through as many different methods as appropriate

Participation—Build in as much interaction as you can

Variety is hugely important, so don't leave it out; embrace the range of sales training delivery methods that are available to you.

I'll break down a few of the most popular sales training delivery methods. The short list is:

- Live on-site
- Live off-site
- Web-based self-study
- Web-based live interactive
- Audio only
- Written materials

Live on-site

This delivery method is done in the field, at a sales office. It's when a trainer (who could be a sales manager, someone flown in from corporate, or a professional trainer) facilitates training in front of a live audience of salespeople and other appropriate personnel. The duration of these can be from a quick 20-minute refresher during a sales meeting all the way down to an all-day product rollout.

Good for:

When training sales reps, this method lends itself very well to almost any topic, including but certainly not limited to:

- Product
- Skills
- Process
- Application
- Logistics

Live off-site

Usually reserved for major knowledge transfer or recognition events, live off-site is when we fly all the appropriate people to a central location, trap them in a hotel ballroom or some such, and deliver intensive training, usually over a period of days.

Good for:

Just like live on-site, live off-site is great for:

- Product
- Skills
- Process
- Application

- Logistics
- Cultural reinforcements through the use of executive presentations

Executive presentations

I add cultural reinforcement because live off-site is ideal for executive presentations to the field that reinforce the company's culture. In the culture section of this book, we spoke about the critical need for the salespeople to have faith in the leadership of the company and also in the company itself. So when I am designing a sales training or rollout event for a client, I never pass up the opportunity to get the relevant executives on the stage to deliver messages that will reinforce those faith elements in the minds of the attending salespeople.

Web-based self-study

The advances in Web-based training are remarkable. It used to be boring and passive, but it has progressed into a highly interactive and compelling learning experience. If you have not looked into investing in this type of delivery method, I advise you to do so. Web-based self-study allows a company to deploy short, focused training on a secure Web site. The salespeople log in and take the training and then are tested on it. I would like to reemphasize the words "short" and "focused."

Good for:

This method works extremely well for:

- Product
- Process
- Logistics
- Application

I do not feel like you can really teach sales skills in this environment. I think that would be like trying to learn to swing a golf club online. You can learn online about the clubs themselves, the grips, how they are weighted, the loft, the rules of golf, what to wear on the course, how to keep score, and golf etiquette. That works. But when it comes to perfecting that swing, which is a *skill*, Web-based self-study is going to be largely ineffective.

I have recommended to clients that new hires use company-designed Web-based self-study to become “certified” in the company’s core products and services before they begin on day one.

Web-based live interactive

These are typically called Webinars, and I love them. Again, I love them short and focused, but, done correctly, a Webinar can really make an impact. During a Webinar, we all know that at a specific time, a subject matter expert is going to be online, presenting some slides on a particular topic. So we all log in to the

Webinar at that time, and we listen as the presenter walks us through his or her critical teaching points. For clarity, either we can ask questions on the phone or we can ask them by writing them in a special text box. In that way, the Webinar is a bit more participative.

Also, it is possible to have the participants take a quiz after the presentation is finished so the presenter can get a very fast and very accurate measurement on how well the knowledge transferred to the audience.

Good for:

Webinars are great for:

- Product
- Process
- Logistics
- Application

Again, just like Web-based self-study, Web-based interactive Webinars do NOT lend themselves well to skills training.

Audio only

Audio only breaks into:

- Conference calls

- Podcasts

Conference calls

Conference calls are the most common type of audio-only training. I do not find them to be very engaging or effective. They work well on the fly in an emergency, but I rarely include them in any training matrix I build for a client. I just think that they are boring and the audience tends to lend only half an ear to what's being said.

Podcasts

I find a different type of audio-only delivery method to be one of the most effective, most fun, and most overlooked delivery options around. That method is the common podcast. I love to add a podcast strategy to my training matrices for clients.

A podcast is simply a short audio file that gets recorded by a subject matter expert and put on the Internet ready to download. There are many services that will allow salespeople (or anyone, really) to get these podcast “episodes” downloaded to their MP3 devices, phones, computers, or *insert future technology that is currently unfathomable* so they can listen to it at their leisure. I enjoy mixing in a company training podcast for my clients’ sales training strategies. I tell

them, “We’ll sneak our critical teaching points and messages into their minds through their headphones.”

Good for:

A podcast is great for delivering knowledge on:

- Product
- Process
- Logistics
- Cultural reinforcement
- Real-time recognition

Cultural reinforcement

One of my favorite podcast uses is to give the CEO the opportunity to deliver a quick “Message from the CEO.” What a great way for the CEO or any relevant executive to deliver critical messages, reinforcing faith and setting a tone for the sales force.

Real-time recognition

Another great use of a podcast is recognition. If you don’t think a salesperson isn’t going to love hearing his or her name called out on this week’s company podcast, you are nuts. Anyone would eat it up. The best part is that it can happen on the fly, nearly in real time.

“This week’s heavy hitter is Scooter Beezwax from our office up in Northport Point, Michigan. Scooter signed a deal to sell 12 million custom widgets to Phill Welte Consolidated Worldwide Industries. Well done, Scooter! You are this week’s heavy hitter!”

Yeah, Scooter would just hate that. Please.

Written materials

Hard copy? Manuals? Binders? Wheeee! What fun. OK, sometimes they are necessary; I get it. But answer me this: what is the ratio of the number of binders and manuals you got in training that put on a shelf and you never, ever looked at again, to the number of binders that you refer to with regularity? Hmm? I bet that ratio has got to be 50 to 1 for some of our sales veterans.

As it relates to training documentation, let me advise you that indeed it is necessary. Documentation is necessary; mass production and distribution are not. My advice is simply to make sure that you document your training with all the attention to detail that critical support documentation demands and then post the files on the Web for any participant to access as needed.

Good for:

Documenting all other training as appropriate.

Rhythms

Now to the rhythms. High-performance sales machines are very keen on the idea of rhythm, especially as it relates to training effectiveness.

In short, deploying sales training haphazardly, with no predictable timing, is not tragic, but it really hurts your training efforts. That is why I always recommend that you establish rhythms for your delivery options.

Recurrence and predictability

Rhythm is defined as “movement or procedure with uniform or patterned recurrence.” A rhythm repeats itself. It forms a pattern and is therefore predictable. One of the very first things a human being learns is rhythm, as in your mom’s heartbeat. Rhythm recognition is in our mental DNA, and you can use it.

Every rhythm has as its basis a unit of time: per second, per day, per week, etc. So your training rhythms must be structured properly in the same way. Different delivery options are more effective on different rhythms. Let me demonstrate.

Live on-site: weekly

There should be some element of training at least once a week, preferably during the weekly sales meeting. This is a good spot for role-playing and product updates.

Live off-site: twice per year

I suggest that a company trains off-site regionally once per year and nationally once per year.

Web-based self-study: monthly

Once an online self-study curriculum is established, it is not too much to ask reps to take an online module each month. (It is my suggestion that this be done outside the normal selling hours.)

Web-based live interactive: monthly

This can also be combined with a sales meeting or done as a stand-alone.

Audio only

- **Conference calls: as needed**

As mentioned, these are best used on the fly.

- **Podcasts: weekly or at least monthly**

A weekly podcast can be an extremely easy and fun part of your training strategy.

Use rhythm as a way to strengthen your training strategy. When sales reps get into a rhythm, then training becomes part of their lifestyle rather than just an unexpected interruption.

Chapter 18

The curriculum and measurement

The curriculum

The question that should follow the announcement “We need training!” is “Training on what?”

The good news is that training topics fall into a few very large and easy-to-understand buckets. What you need to do is figure out where your biggest weak spots are, prioritize them, and *then* go out and design training to fill the knowledge gap.

Here are the main training topics for reps and also managers.

Reps

- Product—what we sell
- Sales skills—how we sell it
- Application—what business needs our product fills (or “why anyone buys our product”)
- Process and logistics—the grunt work and the back end

Managers

- Leadership—how to make better decisions in real time
- Interviewing—how to pick winners
- Coaching—how to develop a rep
- Recruiting—how to find candidates
- Meeting management—how to facilitate a sales meeting, break down a sales pipeline, and hold a productive one-on-one

Now, is that a complete and exhaustive list of everything upon which you could possibly train? No. But it is an excellent base upon which to build.

Also, notice that I included the managers in the training. Too many companies spend precious time and money providing excellent sales training for the reps only to neglect entirely the training needs of the sales leadership team.

High-performance sales machines have a training strategy that provides curricula for both.

Measurement

High-performance sales machines love to measure things. When we talk about how we are going to measure the effectiveness of our training strategy, there is good news and bad news. The good news is what we can score empirically, and we can do so with relative ease. The bad news is that there are a few areas we cannot measure empirically, but we can make some reasonable assumptions based on data.

But to make sense of this, we must go back, waaaay back, to when we came up with the answers to the question “What are the necessary business results?” You must measure against those answers, those necessary results, to arrive at a rational opinion of whether your strategy rocks or is in the ditch.

Let’s use the following necessary business results as an example and notate what we can and cannot measure for each.

For the reps:

Increased sales revenue

This can be measured empirically. One has only to look on a simple revenue uplift report to determine whether indeed we are selling more than we used to sell. All roads lead to this measurement.

Increased sales activity

This can be measured empirically. We can track the increase or decrease in the number of calls, appointments, demos, proposals delivered, etc., very easily.

Improved product knowledge

If, as I have suggested to many clients, you use online testing to “certify” your reps on product knowledge, then this also can be empirically measured. My advice is to test the student body before you implement your training strategy and then test them three to six months afterward and measure the difference in the test scores.

Improved product application skills

This cannot be measured empirically. We must rely on a manager’s observation, although I might do a little research to see whether the reps have decreased their demands on price cuts. If so, this can be an indicator that the reps are selling on the value of application versus selling on price.

Improved morale

This cannot be measured empirically. We must rely on a manager’s opinion. However, an increase in morale often results in a *decrease* in sales employee turnover. That number can either support or dispute manager opinion of morale.

Decreased sales employee turnover

This can be measured empirically. Any look at human resources' record of employment will give us the data we need.

For the managers, all of the above, plus:

Increased leadership skills

This cannot be measured empirically. We must rely on executive opinion.

Fewer bad hires

This cannot be measured empirically. However, a careful eye on the average revenue per rep metric can begin to shed some light on this. Obviously, if our ARpR is creeping up, we can attribute some of that to the managers hiring better and better people. But again, it is not clear-cut.

Fewer empty sales slots

This can be measured empirically. Check your headcount report.

Improved presentation skills

This cannot be measured empirically. We must rely on executive opinion.

More effective sales meeting management

This cannot be measured empirically. We must rely on executive opinion.

As you can see, when articulating your necessary business results for your sales training strategy, try to frame your desired results in ways either that can be measured empirically or that you can at least get a reasonable look at through supporting data.

Training scorecard

This is where you get to rate how your sales machine stands on the critical issues addressed in this chapter. You can use this scorecard to help focus your efforts in creating a high-performance sales machine.

Scoring system

5 – Proud of our achievement in this area

4 – No worries

3 – Could be better

2 - Definitely a weak spot

1 – Actively holding us back

0 - I couldn't tell you; this is a blind spot

Training

How would you rate your sales machine on:

Consistency of sales training and knowledge transfer events

Focus on training for specific behaviors and results

Standardization of training

Variety of delivery methods

Rhythmic quality of the training events

Training for your leadership team

Establishment of the appropriate curriculum

Ability to measure the effectiveness of the training strategy

Total training raw score

Highest possible score is 40

Total / 40 =

Your training percentage is