Bill Good Marketing®

The Sales Assistant Hiring Pack

The A to Z of Hiring and Training Sales Assistants
Introduction to Sales Assistant Hiring

The Primary Duty

The Sales Assistant’s primary duty is:

To see that the Advisor has plenty of interested and qualified clients and prospects to talk to—by telephone and in person.

These sales contacts should be a combination of telephone and in-person appointments with both new prospects and existing clients.

Finding the Right Person

Without a doubt, the hardest piece of the System to put in place is hiring good sales support staff. For one thing, neither you nor anyone else can hire a competent Sales Assistant based only on an interview! The major firms in the industry, who spend millions on testing and interviewing, still have very high turnover rates. Life insurance companies wash out 90% of their applicants. A significant percentage of the US population has, at some time or other, worked for an insurance company.

So let’s abandon the idea that you will hire the right person through your interview skills alone. Instead, you will audition candidates—more on this later.

You know the old proverb, “You can lead a horse to water, but you can’t make him drink”? It’s not true. A crack salesperson can plunge the horse’s snout right into the water and, with a light caress to the ribs, old Trigger is sipping away and thinking it was his idea.

Top salespeople get paid as much as they do because they can make the horse drink!

Some other people can do most of the job. These people can make great Sales Assistants.

The Time Line

Before you rush into the actual hiring process, be aware that you must:

- Work out how much you’ll offer as compensation.
- Get qualified applicants to apply. This includes fully understanding what you’re looking for, taking some promotional actions to get people to send in their resume, then through interviews and paper tests weeding down the number of applicants to just a few.
- Be ready to audition your candidates. When one to four candidates have passed the audition, contact us to conduct telephone interviews with them.
- Prepare a suitable and legal confidentiality and non-competition agreement.
Have your new employee sign an Ownership Agreement so s/he “owns” the Sales Assistant job description.
Bring that ownership into fruit with adequate training.

Compensation

How much you should pay your Sales Assistant in salary and bonuses depends on your employee’s qualifications, licenses held and experience, as well as on the market demand and cost of living in your area.

We’ve supplied a Pay Formula Worksheet and Chart to help you arrive at a fair, affordable salary to offer an Assistant, with a bonus incentive only if your gross commission increases as it should. (As noted in that section, we also make an Excel spreadsheet version available.)

In case you hire a Sales Assistant who will work entirely to bring in new assets under management, we have also included a separate compensation formula.

Obviously, you should have all this figured out before you get into any of the remaining hiring steps.

Job Description

As noted at the very beginning of this document, the primary duty of a true Sales Assistant is to ensure the Advisor has plenty of clients and prospects to talk to who are interested and well qualified now.

The secondary duties, goals, and methods of fulfilling them are:

- Ensures appropriate Etiquette Letters are sent, especially Welcome Referral Letters to Referrals and Thanks-Referral Letters to Referrors (sources).
- Keeps Service Assistant informed so s/he can act as host, greeting prospects and clients or getting them to the phone.
- Schedules limousines or other transportation to pick up extremely qualified clients and prospects.
- Sees that all Advisor-conducted seminars are set up and promoted.
- Is never asked to perform service duties—unless Service Assistant is absent for an extended period.
- Periodically runs and uses Calling List reports (No Funds Due, No Investments, and No Interests, etc.) to keep database at peak quality.

To expand a little on the last of the “Characteristics” there: If a candidate is not computer literate already—a big plus, almost a necessity, in today’s high-tech world—at minimum, s/he must be willing and able to learn.
Sources

The first three categories of people listed below will already be familiar with your business. However, don’t ignore people without a background in the industry.

**Failing Advisors or Advisors about to fail.** Make sure they are failing for the right reasons—not from lack of “sales ability”! They’ve been trained and licensed. Often, they are extremely motivated to stay in the industry, and may have everything to succeed on their own except one or two abilities. Or perhaps they cannot handle the uncertainty and responsibility of commission-only compensation.

**New kids.** Nowadays, a young person’s best chance for survival is to apprentice under a senior producer for at least two years—preferably longer. Basically, what you’re looking for, if you can cut the right deal with your firm, is someone who is highly motivated and who will work hard in exchange for on-the-job training and experience.

Your best source: People your branch manager would love to hire if only they had more experience. In many cases, your manager will pay the base salary and send them through the firm’s training and licensing process.

One note of caution: It’s better to hire a person who has to work. If you hire a student, for instance, don’t hire one whose dad is making his or her Porsche payments. Hire one from the wrong side of the tracks who can’t go to school if s/he doesn’t work for the tuition money.

**Existing Service Assistants**—in BGM terminology, that is. The securities industry frequently refers to these folks as “Sales Assistants,” but they are really service people. If you go this route, you must make certain that your prospective candidate wants to be involved in the selling process!

Bill tells it this way:

*Some time ago, one of my students at the monthly training class for new users of the Bill Good Marketing System® was sitting on the front row with two assistants. We were talking job description and such, and all of a sudden he raised his hand and said, “How do I know who should be the Sales Assistant and who should be the Service Assistant?”*

*I replied, “Well, let’s try the low-IQ method,” and asked one of the women with him, “How do you feel about the idea of selling, cold-calling, setting up seminars, and things like that?” She replied, “Oh, I don’t think so.”*

*I turned to the other and said, “Does that appeal to you?” “It sounds kind of interesting to me.”*

*I said, “Great! We’ll start with someone who wants the job.”*

And that really is where you need to start! While Service Assistants are frequently registered—which is a plus—many are neither interested in nor suited for sales. Unless your candidate is entirely willing to get on the phone and do sales actions
like cold-calling, appointment setting, and seminar preparation, you will not get a Sales Assistant, but rather another Service Assistant you don’t need.

Candidates from outside the securities industry. Some possibilities:
- College interns who want to get into the business
- Sales personnel you meet at department stores and restaurants
- Family
- People who respond through an advertisement in the newspaper

Advertising

What if you don’t find a candidate in-house through the “failing advisor” route, “new kids” who’ve applied to the firm and were not hired, or existing Service Assistants who want to move to the sales side of the business? Then advertise the position in local newspapers, schools (including possibly trade schools), or wherever people are searching for jobs.

Don’t ignore your local state employment security office. Here in Utah, as probably in most states and provinces, our Department of Workforce Services lets you post your job profile online.

Phone Interview

Use the Phone Interview Script/Outline to screen all applicants over the phone, for the reasons explained there.

Once you’ve found a couple of good candidates, start bringing them in to fill out applications and take some preliminary tests.

Application

Consult your own firm’s personnel department or other reliable local source about a suitable application form. Laws differ from place to place—and BGM is not in the legal-advice business.

Initial Testing

Always test candidates’ basic, essential skills before the office interview.

In our experience, you can expect about half your candidates to fail at least one of the four easy tests. Testing before any more interviewing therefore saves you time and energy.

Moreover, it keeps you from telling yourself that an applicant you like doesn’t really need math or spelling or whatever else they’re weak in. In fact, such weaknesses can be fatal! There is no sense in hiring a person who is weak in any of the basic skills needed for the four tests.
Office Interview

When an applicant has passed the basic-skills tests, it’s time for a more in-depth interview. Explain the basic Sales Assistant’s job description, including the primary duty, and what is involved (mostly phone work).

If the candidate seems interested and his or her other qualifications look good—and if you’re willing to work with this person—then go over potential pay issues.

If they’re willing to work for what you’re willing to pay, hand them over to the other members of your team for short interviews, and make sure everyone approves. You don’t want your new hire to make your faithful right-hand man or woman quit—or vice versa!

Your Audition Campaign & BGM Interview

The only real way to find out if someone can be a Sales Assistant is to let them try. So if everything is still go, it’s time for an audition.

Then call your Marketing Support Representative at BGM to have us interview each of your final few candidates (up to four) by telephone and share our judgment with you. We’ll also make sure each candidate fully understands the job—e.g., your new SA will never complain, “I didn’t expect all this phone work!”

Confidentiality/Non-Competition Agreement

Before you invest one second of your time and effort training your new Assistant, get an agreement signed!

We’ve designed two sample confidentiality and non-competition agreements designed to protect you and to solidify your new Assistant’s commitment. Use one or both as the basis for crafting a contract that fits your state or province employment law and your particular circumstances. Do not hesitate to consult your legal advisor (who is not BGM).

Once you’ve got the papers signed, you need to explain to your apprentice that if s/he so much as thinks about taking your clients, the entire earth will not be big enough for the two of you.

As soon as your apprentice understands that you will sue until death on any breach of agreement, plunge into teaching him or her everything you know.

Sales Assistant Training and Model Day

You need to allow your new hire several days of just study and learning before s/he starts any work at all, and additional training time as required afterward. Based on previous performance for other Gorillas, this investment will definitely pay dividends!
Section 1
Compensation
How Much Can I Afford to Pay a Sales Assistant?

There is no absolute formula for how much to pay a Sales Assistant in salary and bonuses. Sales Assistant compensation in the U.S. ranges from $10,000 to as high as $50,000 per year. For $1-million producers (with standard payback percentages), most earn $30–50,000 per year in bonuses and salary.

The actual amount you should pay depends on:
- The SA’s qualifications, licenses held, and experience
- The market demand and cost of living in your area
- And more

Formulas

The following pages offer a Pay Formula Worksheet and Chart to help you arrive at a fair, affordable salary to offer an Assistant, with a bonus incentive only if your gross commissions increase as they should. You will also find a compensation structure based on new assets under management.

The Pay Formula Worksheet is not hard to complete if you do it one step at a time! After you have completed the Worksheet, filling in the Chart is very easy—or completely automatic, if you’ve used the Excel spreadsheet. However, note that the Pay Formula Chart results are only a guideline for you! Naturally, you should have room for negotiations with your Assistant.

Once you both agree on the terms, write them down in the contract! Or you can fill out a fresh Pay Formula Chart and make it part of the contract by reference.

Later Years

You should renegotiate the terms on an annual basis. See the table below for suggestions.

<table>
<thead>
<tr>
<th>Advisor’s Annual</th>
<th>Assistant’s Annual Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Commissions</td>
<td>Salary</td>
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<td>$360,000+</td>
<td>$18,000</td>
</tr>
<tr>
<td>$480,000+</td>
<td>$18,000</td>
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<tr>
<td>$720,000+</td>
<td>$18,000</td>
</tr>
<tr>
<td>$1,000,000+</td>
<td>$18,000</td>
</tr>
</tbody>
</table>
Pay Formula Worksheet

Work on a photocopy of this Worksheet; preserve the original to make copies for recalculation. Or download the SA Compensation Spreadsheets (MS-Excel) from our Document Library and fill out the spreadsheet version of this Worksheet.

Write down any licenses your Assistant (or candidate) has—Series 7, insurance, etc.

_______________________________________________________________________
Write down any years of experience s/he has: Years in the securities industry, years in related fields, years of phone sales, years of cold calling, etc. Round off to even years.

_______________________________________________________________________

The above information will be used in later steps of this Worksheet.

Step 1 Determine a minimum base salary, perhaps equal to that of other Assistants in your office. If there aren’t any, call your local or state job placement service and ask what an executive secretary or telemarketing manager earns.

Base Salary: $______________________

Step 2 If the Assistant is licensed, add 10–25% (your call) of the Base Salary in Step 1. If not licensed, add -0-.

\[
\text{\% } \times \text{ \$ } = \text{ \$ }
\]

For License(s): $______________________

Step 3 For every year of relevant experience, add 2.5% of Base Salary (Step 1). [E.g., for 4 years experience, add 10%.

\[
\text{Years } \times 2.5\% \times \text{ \$ } = \text{ \$ }
\]

For Experience: $______________________

Step 4 Add the amounts from Steps 1, 2, and 3 together to get . . .

Total Annual Base Salary: $______________________

Step 5 Write down the percentage you have to pay for additional “employer expense” (workmen’s compensation, matching FICA, etc.). If you aren’t sure of that percentage, a good rule of thumb is 10% minimum. You can ask your manager for the actual percentage and/or consult your CPA on what your state requires. If you do not pay this expense, enter -0- for this Step 5 and for Step 6.

Additional Employer Expense Percentage: \______________\ %
Step 6  Multiply the Total Annual Base Salary (Step 4) by the percentage in Step 5.

\[
\text{\$ } \frac{\text{Step 4}}{\text{Step 5}} \times \% =
\]

Additional Employer Expense: \$____________________

Step 7  Write down any additional costs for benefits (profit sharing, medical insurance, etc.) if you will be paying for them. If not, enter -0-.

Benefits: \$____________________

Step 8  Add the amounts from Steps 4, 6, and 7 together to get . . .

\[
\text{\$ } \frac{\text{Step 4}}{\text{Step 6}} + \frac{\text{Step 6}}{\text{Step 7}} =
\]

Total Annual Cost, No Bonus: \$____________________

Step 9  Divide your Total Annual Cost, No Bonus (Step 8) by your net payout percentage—your share of gross commissions. This tells you how much more gross commission your Assistant must help you generate in order to cover your total annual cost for hiring him or her. [Example: \$15,000 Total Annual Cost ÷ 35% (alias 0.35) net payout = \$42,857—or round to \$43,000.]

\[
\text{\$ } \frac{\text{Step 8}}{\text{Step 8}} \div \% =
\]

Additional Annual Gross: \$____________________

Step 10  Divide your Additional Annual Gross (Step 9) by 12 to get the Additional Monthly Gross you’ll need.

\[
\text{\$ } \frac{\text{Step 9}}{12} =
\]

Additional Monthly Gross: \$____________________

Step 11  Write down your current monthly gross averaged for the trailing six months.

Average Current Monthly Gross: \$____________________

Step 12  Add Steps 10 and 11 to get your new baseline for determining any bonuses.

\[
\text{\$ } \frac{\text{Step 10}}{\text{Step 11}} =
\]

Base Monthly Gross: \$____________________

Step 13  Write down your target for monthly gross production—what you want to achieve after having a Sales Assistant for 12 months.

Target Monthly Gross: \$____________________

Step 14  From your Target Monthly Gross (Step 13) subtract your Base Monthly Gross (Step 12). The difference is the average monthly increase in production your Assistant should help you achieve.

\[
\text{\$ } \frac{\text{Step 13}}{\text{Step 12}} \frac{\text{Step 13}}{\text{Step 12}} =
\]

Target Monthly Gross Increase: \$____________________
**Step 15** Write down how much you would be willing to pay, in the form of a monthly bonus, *if* you increased your monthly gross by the amount in Step 14. (Our suggestions for various benchmarks are given in the chart earlier in this document and, somewhat differently, in the Sample Sales Assistant Bonus Schedule.)

**Target Monthly Bonus Expense:** $______________________

**Step 16** Add the percentage from Step 5 to 100%; then divide your Target Monthly Bonus Expense (Step 15) by the result.

[Example: $150 ÷ (100% + 10%) = $150 ÷ 110% = $136.36; round to $135 or $140—your call. If you don’t want to look like a bean counter, of course you could decide to just make the Target Monthly Bonus $150; but that means you’d need to go back to Step 15 and increase your Target Monthly Bonus Expense to $165. Again, your call!]

\[
\frac{\text{Step 15}}{\text{(100% + \text{Step 5} %)}} =
\]

**Target Monthly Bonus:** $______________________

**Step 17** Divide your Target Monthly Bonus (Step 16) by your Target Monthly Gross Increase (Step 14) to get a percentage.

[Example: $140 ÷ $10,000 = 0.014 = 1.4%.

\[
\frac{\text{Step 16}}{\text{Step 14}} =
\]

**Monthly Bonus Percentage:** ________ %

**Step 18** Add your Total Annual Cost, No Bonus (Step 8), and your Target Monthly Bonus Expense (Step 15).

\[
\frac{\text{Step 8}}{\text{Step 15}} =
\]

**Total Annual Cost with Bonus:** $______________________

**Step 19** Fill out the Pay Formula Chart (next page) from the results on this Worksheet.

**Rule of Thumb**

You may be able to get away with paying a cut-rate price for an Assistant for a while, particularly if Registered Assistants are currently being laid off. But a crack Sales Assistant who has proved that s/he can generate several thousand dollars in extra gross commissions is worth *keeping*—and that means paying him or her enough!

However, if you expect sharp negotiations with your Assistant (or candidate), you may wish to refigure this Worksheet for a lower bonus percentage in order to get a *first-offer* Pay Formula Chart.
Pay Formula Chart

Work on a photocopy of this Chart; preserve the original to make copies for recalculation. Fill it in based on the Pay Formula Worksheet you should have just completed. Or download the SA Compensation Spreadsheets (MS-Excel) from our Document Library and fill out the spreadsheet version, which automatically fills out an electronic copy of this Chart.

Then use the Chart to help you discuss your offer with your Sales Assistant candidate.

1. **Total Annual Base Salary** (Step 4) $____________________
2. Total Annual Cost, No Bonus (Step 8) $____________________
3. Base Monthly Gross (Step 12) $____________________
4. **Monthly Bonus Percentage** (Step 17) ___________ %
5. Average Current Monthly Gross (Step 11) $____________________
6. Target Monthly Gross (Step 13) $____________________
7. **Total Annual Cost with Bonus** (Step 18) $____________________

Make abundantly clear that the Monthly Bonus is based on the difference between your Average Current Monthly Gross (baseline) and your actual monthly gross that month. Unless any month’s gross is more than that baseline, no bonus will be paid.

**Examples**

Suppose your Average Current Monthly Gross is $50,013, the agreed Monthly Bonus Percentage is 1.75%, and your gross production next month is $58,755. That’s $8,742 above your baseline, so you would pay your Sales Assistant a $152.98 bonus beyond his or her monthly salary.

But if, with that agreement, your gross were $50,009, s/he would get only the agreed monthly salary.
# Sample Sales Assistant Bonus Schedule

With Break-Even of $30,000

<table>
<thead>
<tr>
<th>Monthly Gross</th>
<th>Bonus % on Gross Above Break-Even</th>
<th>Monthly Bonus $</th>
<th>Monthly Salary</th>
<th>Addit’l Employer Expense (WC, FICA, Benefits) @22%</th>
<th>Total Monthly Employer Expense</th>
<th>Total Annual Employer Expense</th>
<th>Total Annual Salary &amp; Bonus (w/o Benefits)</th>
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<tbody>
<tr>
<td>$30,000</td>
<td>- 0 -%</td>
<td>$-0-</td>
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<td>$5,083</td>
<td>$61,000</td>
<td>$50,000</td>
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</table>

All figures calculated accurately, then rounded to nearest dollar.

Note that the proportions of salary and bonus can vary greatly from those shown. On the next pages are two worksheets, the first with pre-entered Bonus % figures, and the second without them. Or download the SA Compensation Spreadsheets (MS-Excel) from our Document Library and fill out the spreadsheet version, which automatically fills out an electronic copy of this Schedule.
Sales Assistant Bonus Schedule Worksheet

Calculate Monthly Gross (Col. 1) – Break-Even = $_________; × Bonus % (Col. 2) = Bonus $ (Col. 3); + Monthly Salary (Col. 4) = Total Monthly Earnings; × 12 Months = Total Annual Earnings (Col. 8)

Then: Total Monthly Earnings (see above) × ____% Employer Expense (Col. 5) + Monthly Salary (Col. 4) + Bonus $ (Col. 3) = Total Monthly Expense (Col. 6); × 12 Months = Total Annual Expense (Col. 7)

<table>
<thead>
<tr>
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The classic model for staff compensation developed by Bill Good Marketing® is a revenue-based model. It was really designed for the 2½-person staff necessary to get you to a million dollars. But what happens if you’re there and beyond? What if your revenues are more fees than commission?

This compensation formula is based on assets that may be brought in by an SA or junior advisor. Where your SA does not and will not do anything but bring in new assets, you can base compensation formula on that statistic alone.

The way to do it is to first figure out a base salary. This amount is subject to negotiation. Naturally, you pay close attention to what the person was previously making and what it takes to keep him or her alive. You’re not interested in being generous on the salary. Rather, you want a little gnawing hunger that will force your new SA to push in order to make what’s comfortable.

Now figure out how much revenue the assets will bring in over a period of a year. 2%? 3%? More? Less?

While you are going to pay a flat percentage of new assets in the door, the percentage has to be based on what you think you will make. In other words, you take the risk if you’re wrong. Bummer.

For example: Let’s say that over a year, you will make 2% on gross revenue. That’s $2,000 for $100,000 in assets. Your firm will take, say, 60% of that leaving you with $800. Keep in mind you have salaries, expenses, and other bonuses tied to that revenue. Let’s just say, for argument’s sake, you are willing to pay 10% of the estimated annual revenue, or $80.

So for $100,000 in assets you would pay $80. For $1,000,000 you would pay $800. Thus, $800 is .008% of the $1 million in assets.

Now this might sound like a paltry amount. But assume you are paying $2,000 per month in wages. $800 is a bonus of 40% of salary. And a million is really the minimum you should consider.

The compensation package of $2,800 on the million brought in is nearly half of the revenue that the new assets will generate in their first year. So for a while, until these assets are fully invested, you will be taking a hit. Your payoff, of course, comes on the back end. So hire an SA who will commit to long-term employment with your company.

**ASSET-BASED COMPENSATION FORMULA**

**STEP #1** Determine base salary.

**STEP #2** Pick a flat percentage rate of the Estimated Annual Revenue from the new assets your SA will be bringing in.

**STEP #3** Base Salary + Percentage of Estimated Annual Revenue = SA Compensation Package.
Section 2
Advertising and Interview Materials
SALES & MARKETING ASSISTANT

EARN MONEY WHILE LEARNING THE FINANCIAL SERVICES INDUSTRY!

Self-motivated person to work as assistant to local financial investment professional.

Help plan and execute marketing and promotional campaigns for financial industry products and services such as stocks, bonds, mutual funds, financial plans, and retirement plans.

Salary $______________ plus quarterly bonuses.

REQUIREMENTS

• Good telephone communication skills.

• Written communication skills and computer literacy a plus.

Will provide training to qualified person.

Call [NAME] at [PHONE] for an interview. OR USE:

Fax résumé to 432-1234.

Or mail to Susan A. Brokerman, Vice President—Investments, Reliable Securities, 1234 South State Street, Salt Lake City, UT 84111-9753.
Sample Sales Assistant Classifieds

On the next page are several mix-&-match examples of classified ads. Among the many decisions you must make, as illustrated in the examples:

- Do you want to see applicants’ résumés before you hear them speak, or vice versa? (In any case, you **ALWAYS** do a phone interview **before** they hit the office)
- When phoning, should they ask for you, your Service Assistant, or your Receptionist?
- What surroundings do you want your ad in? Your paper may, for instance, alphabetize help-wanteds by each ad’s first few words.
- What must your Sales Assistant’s skill levels and duties be? How do you reflect that in the qualifications you state? For instance, is a Series 7 “required,” “helpful,” or left unmentioned? What about computer literacy? Microsoft® Word?
- Which of your specialties, if any, do you list? Stocks, bonds, mutual funds, financial plans, retirement plans?
- Do you want to mention “Salary + bonus(es)”?
- Do you want a display ad, plain gray standard, or something in between? Longer? Shorter?
- What do you want to call the SA position in the body of the ad? (For some choices, see the sample ads on the next page.)
- What do you want to call yourself, if anything?—e.g, Registered Representative/Financial Consultant/Financial Planner/Account Executive/Investment Consultant/Financial Advisor/Investment Advisor? With Initial Caps or plain lowercase?
**Financial Services.** Entry-level position available. Candidate will demonstrate outstanding communication skills. We are looking for an individual to join our team as a Marketing Assistant. This position provides an excellent opportunity for growth with an internationally known firm. Series 7 license required. Fax résumé to 432-1234 or mail to Reliable Securities, Attn. S. A. Brokerman, 1234 South State Street, Salt Lake City, UT 84111-9753.

**Marketing Assistant.** Experienced stockbroker has opening for Sales Assistant. Must demonstrate good communication skills. Telephone and organizational skills required. Salary, opportunity for bonuses. Call 234-1234 for Susan A. Brokerman.

---

**Marketing & Sales Assistant**

Established stockbroker with top firm is looking for someone who is self-motivated with excellent verbal skills for telephone-based marketing & client support. Not a sales position. Competitive salary + bonus. Full benefits. Call Sue at 234-1234.

---

**Marketing Associate.** Successful financial planner has opening for Client Marketing Associate. Salary plus bonus. NO direct selling. Must demonstrate communication skills. We are looking for a self-motivated and organized person. Series 7 license helpful. Call Miss Treasure at 234-1234.

---

**Sales & Marketing Assistant**

Established stockbroker with top firm is looking for someone who is self-motivated with excellent verbal skills for telephone-based marketing & client support. Not a sales position. Competitive salary + bonus. Full benefits. Call Sue at 234-1234.

---

**Marketing & Sales Assistant**

Established stockbroker with top firm is looking for someone who is self-motivated with excellent verbal skills for telephone-based marketing & client support. Not a sales position. Competitive salary + bonus. Full benefits. Call Sue at 234-1234.

---

**Marketing Associate.** Successful financial planner has opening for Client Marketing Associate. Salary plus bonus. NO direct selling. Must demonstrate communication skills. We are looking for a self-motivated and organized person. Series 7 license helpful. Call Miss Treasure at 234-1234.

---

**Marketing Assistant**

Fast-paced Salt Lake City office. Work with an experienced top producer. Candidate must have great communication skills. Base salary with generous overrides. Must be Series-7 registered. Call Susan Brokerman at 234-1234.

---

**Marketing Associate Needed**

Top investment advisor team seeks individual to join us as a Marketing Associate. Industry experience and Series 7 license helpful, neither required. Successful candidate will demonstrate outstanding self-motivation as well as superior communication and organizational skills. Position will provide right person with excellent opportunity to grow and learn an exciting industry the right way. No direct selling. No new-account quotas. Salary + bonus.

---

**Reliable Securities**

Call Miss Treasure at 234-1234 to set a phone appointment with Ms. Brokerman.

---

Call Jewel at (801) 234-1234, 1 to 5 pm.

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Sales Assistant/Cold-Caller Phone Interview Screening Script/Outline

Always screen applicants over the phone first! If they don’t have a reasonably good phone sound, you don’t want to waste time and energy bringing them into your office.

To give you some idea about the details of the job, let me run a few questions by you, OK?
We are located at (ADDRESS/LOCATION). Will you be able to make it into the office (each day/# days per week) without too much trouble? Consistency is very important in our business operation.
What type of telephone work experience do you have?
Do you currently hold any securities registration or licensing?
This position has the potential for salary increases and bonuses over time. The starting salary range is from $_______ to $_______ per (hour/week/month) depending on your experience. Is that in the right range for you?

COLD-CALLERS ONLY
(Full-time Sales Assistants should always get a salary plus bonuses.)

Would you rather receive a guaranteed salary of $____ per (hour/week/month), or a salary-plus-bonus arrangement based on our business growth of $____ base salary plus a bonus of $____ for (whatever results you want to tie to, e.g., % increase in gross, new accounts, etc.).

THE TEST

Just one last item: Would you grab a newspaper, magazine, book, or anything handy and read a paragraph or two for me?
If they make it sound boring—or, worse yet, if they’re obviously reading—they FAIL.
Using the Basic Skills Tests

If candidates sound promising on The Test, have your SV schedule them for the tests on the next several pages—and an in-person interview if they pass.

Complete answer keys follow the tests.

Assignments #1-#3 are reasonably self-explanatory.

However, note that Assignment #4 comes in two versions. Assignment #4 (computer) is usable if you can free up a computer with any word processor on it. Assignment #4 (hand write) is completely low-tech—pen or pencil on paper. Before settling on any version of Assignment #4, please read its instructions very carefully.
Basic Skills Tests

Assignment #1

Below are three examples of everyday mathematical problems you might encounter. Write the answers on the lines provided.

Problem 1. As of yesterday, suppose I had 600 clients who currently held stock in Company A. Of those, 480 were satisfied with their stock’s performance. What percentage of the 600 were not satisfied?

Problem 2. Suppose that the number of the clients in Problem 1 who were not satisfied with Company A’s stock performance, 25% called my office this morning to tell me to sell it. How many calls was that?

Problem 3. Last night, suppose one of my cold-callers worked for three hours making 150 dials. From those dials, Pat made a total of 60 contacts—meaning the person being called actually answered. What was Pat’s percentage of contacts out of total dials?

Assignment #2

In Column A below are the names of 10 fictitious clients. In Column B, arrange those names in alphabetical order as for filing.

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>RODRIGUEZ, Jack</td>
<td>__________________________</td>
</tr>
<tr>
<td>BAKER, Stephen</td>
<td>__________________________</td>
</tr>
<tr>
<td>JONES, Bob</td>
<td>__________________________</td>
</tr>
<tr>
<td>ALEXANDER, Patricia</td>
<td>__________________________</td>
</tr>
<tr>
<td>OLSON, Frank</td>
<td>__________________________</td>
</tr>
<tr>
<td>BAKER, Steve</td>
<td>__________________________</td>
</tr>
<tr>
<td>WILSON, Carl</td>
<td>__________________________</td>
</tr>
<tr>
<td>JOHNSON, Thomas</td>
<td>__________________________</td>
</tr>
<tr>
<td>THOMAS, Georgene</td>
<td>__________________________</td>
</tr>
<tr>
<td>OLSEN, Susan</td>
<td>__________________________</td>
</tr>
</tbody>
</table>
Assignment #3

Please mark the errors in the following letter. Do not correct them; just mark them by circling or underlining them. Look for errors of spelling, capitalization, punctuation, spacing, hyphenation, and missing words.

October 28, 2000

Mr. Sample Test
Bill Good Marketing, Inc.
700 e. Main STreet, Suite #100
Sandy, UT  84070

Dear Sam:

I am writing to you about are current fellings on fix ed income investments. With the upcoming election compounding the current uncertainties about future interest rates, I recomend shortening up maturities and diversifying portolis.

Furthermore, with the new tax laws no in effect, many after tax returns on good corporate bonds exceed the returns of current municipalpal securities. With this in mind, I enclourage your to look closely at New Zealand and Australian offerings as there high yeilds and shorter maturities make them very attractive.

For those looking to incr ease security through greater diversification, I recommend the High Yield Unit Trust which offers a high current return with a widely di ersified fixed-bond portfolio

If have any questions regarding the inclosed bond offerings, please call collect (801) 572-1480. Units and bonds are limited

Sincerely,

Susan A. Brokerman

P.S. Your current Money Market balence is $10,519.999, at an intrest rate of 9.5%..
Assignment #4 (Computer)

We will open a new, empty computer file just for you. In it, please type a business letter in any correct format, at least two (2) paragraphs long.

Your business letter can be to anyone, about anything, and from you or anyone else you choose, real or imaginary.

Speed is NOT important on this test. Neither is skill with the word-processor you will be using; even if you’ve never used any word-processor before, you will probably be able to get by just from our showing you how to move around the screen, and how to delete mistakes (backwards and forwards). However, if you get into trouble or need more help for any reason, don’t hesitate to ask for it! Doing so will not lower your score on this test.

Accuracy and clearness ARE important. So take your time, and make all necessary corrections. When ready, ask one of us to save the file.

If making notes and/or doodling in the space below will help you produce a better letter—please go ahead!
Assignment #4 (Hand write)

In the space below, hand write a business letter in any correct format, at least two (2) paragraphs long. Your business letter can be to anyone, about anything, and from you or anyone else you choose, real or imaginary.

If you want to make a draft first, you may do so on the back of any of the preceding pages, or we will provide you a blank sheet on request.

Speed is NOT important on this test; however, accuracy and clearness are. Take your time, and make corrections as you go. You may use cursive handwriting or manuscript, alias printing—whatever produces a readable result. Please do not write in ALL CAPS—unless you make the Real Capitals bigger!
**Answer Key to Basic Skills Tests**

**Assignment #1**  Two out of three answers correct is *barely* passing.

1. \( \frac{600 - 480}{600} = \frac{120}{600} = 20\% \)
2. \( 120 \times 25\% = 30 \)
3. \( \frac{60}{150} = 40\% \)

**Assignment #2**

**Column B**

- Alexander, Patricia
- Baker, Stephen
- Baker, Steve
- Johnson, Thomas
- Jones, Bob
- Olsen, Susan
- Olson, Frank
- Rodriguez, Jack
- Thomas, Georgene
- Wilson, Carl

More than a single name out of order, or that one being out of order by more than one place, is failing.

**Assignment #3**  See the next page.

**Assignment #4**

Ask yourself:

- Is the letter in an acceptable business layout?—not *necessarily* that in Assignment 3. However, anybody who never before saw a business letter should at least be able to imitate Assignment 3!
  
  In particular, there should be a colon (:) after the salutation (the “Dear” line) and a comma after the complimentary close (“Sincerely” or equivalent).

- Are there at least two paragraphs, as the instructions require? This doesn’t matter in itself, but you don’t want an employee who can’t or won’t follow simple instructions.

- Are there unacceptable “mechanical errors”—like those in Assignment 3?

- Does the letter read well? Is it businesslike?

- Does it show tact, humor, and/or an imagination?

**Bottom line:** Would you want this person to write letters for you to your good clients? Absolute *minimum* passing answer: “S/He could definitely learn.”

Note that there are three versions of Assignment #4, of which only one is administered.
Assignment #3—Answer Key

October 28, 2000

Mr. Sample Test
Bill Good Marketing, Inc.
700 E. Main Street, Suite #100
Sandy, UT 84070

Dear Sam:

I am writing to you about my current feelings on fixed income investments. With the upcoming election compounding the current uncertainties about future interest rates, I recommend shortening up maturities and diversifying portfolios.

Furthermore, with the new tax laws now in effect, many after-tax returns on good corporate bonds exceed the returns of current municipal securities. With this in mind, I encourage you to look closely at New Zealand and Australian offerings as their high yields and shorter maturities make them very attractive.

For those looking to increase security through greater diversification, I recommend the High Yield Unit Trust which offers a high current return with a widely diversified fixed-bond portfolio.

If you have any questions regarding the enclosed bond offerings, please call collect (801) 572-1480. Units and bonds are limited.

Sincerely,

Susan A. Brokerman

P.S. Your current Money Market balance is $10,519.99, at an interest rate of 9.5%.

Test Scorer: The boxed notes below are for your information only. The instructions actually require the applicant not to make any such notes!

The instructions permit underlining the errors as well as circling them, as shown here.

To pass at 70%, the applicant must miss no more than eight of the errors, and mark no more than two non-errors. (And that’s pushing it.)
Section 3
Audition Materials
Auditioning Candidates

Hiring a Sales Assistant—
New Technique to Make Sure You Get It Right

This is an article from e-Gorilla, originally published June 2005 in Vol. 6, # 25. It duplicates some materials from the previous sections of this Hiring Pack—but we prefer to say it reviews them! It is reproduced here to orient the Advisor and other team members on how to do an audition for the position of Sales Assistant.

There is no question that the toughest position to fill in the Gorilla® support team is Sales Assistant. According to our definition, the Sales Assistant is the person responsible for ensuring the Advisor always has plenty of interested, qualified clients and prospects to talk to and see.

What Can Go Wrong

You can hire a Sales Assistant and then not experience any benefits. The biggest reason for this: You hire the wrong person and keep them too long.

This article and the accompanying material are designed to help you hire the right person in the first place. But no hiring procedure can be perfect. So once you’ve hired someone, if you start getting second thoughts, make those second thoughts first thoughts and pull the plug! Don’t wait months or years. Do it quickly. Start over. Get it right, which you will—even if only after several tries.

The second biggest thing that can go wrong when you hire an SA: You let him or her do computer operations and/or service, so you wind up with a Sales Assistant in name only. Hiring the right person for the job won’t help if you don’t actually have them do it!

Interviewing the Candidates

The basic purpose of a job interview is to find out if you could like this person well enough to spend a substantial amount of your working life with him or her.

You get a better idea by letting other members of the team also interview them. A key team building principle is this: Never put someone on a team without allowing existing team players to approve or disapprove.

Recently, I removed someone from my team because I got vociferous protest from several BGM employees. If the other people who have to work with a member of a team don’t want to, that team can’t succeed.

After the interview, you see if you can trust this person by checking references, résumés, and following all of the procedures necessary to hire someone in a financial services office. This also gives you a good idea whether he or she might make a good team player.
Auditioning the Candidates

However, you can go only so far with interviewing. To see if a prospective employee can actually do the job, you hold an “audition.” If you were hiring a Computer Operator, you wouldn’t just ask how well s/he types, you’d give a typing test—right?

The principle is the same for hiring a Sales Assistant.

You’re looking for someone with a personality engaging enough to establish quick communication with clients and prospects and persuade them to take action, and with an emotional makeup strong enough to be able to handle the rejection inherent in a sales job.

You’re also looking for someone who can read and follow directions.

So for years we’ve recommended, “Bring in several people, give them the ‘Tax-Free Municipal Bond Fund’ script, and see if they can do it.”

Well, with the “Do Not Call” laws, that is no longer feasible. Plus, I now know some things I didn’t know just a few months ago, and it’s time I give these insights to you.

My Two-Day Test

Some months ago, I decided to hire two new Lead Developers. In your operation, a Lead Developer would most likely be an “apprentice planner,” handling leads generated by seminars, referrals, cold calling, direct mail, etc., up to the point they’re ready to talk to you. (Over the next several months, I intend to bring you additional information on how we use this position. But for now, you can see that there’s significant overlap with your Sales Assistant’s duties.)

I wanted to determine not only whether someone could do the job, but what their potential was to succeed at it. So besides testing for ability to get on the phone and persuade people to do something, I also needed to test for work ethic, and most importantly for the ability to read something and then do it.

So I wrote a two-day test.

If a person is basically literate, s/he should be able to cope with a fair amount of reading and other material. So I gave them Day 1 to study chapters from my book, rehearse a script, listen to some conference calls, et cetera. On Day 2 they called, applying the information they learned on Day 1.

It worked. So let’s see how you can adapt this read-learn-rehearse-perform process.

Your Two-Day Test

When you’re down to two candidates, or a few more, you inform them that there will be a two-day audition for the job, for which you’ll pay them an hourly wage. If at any time they find the audition is not to their liking, they may leave and you’ll pay them for the time they’ve put in.

The first day, you give them the “Sales Assistant Audition Pack” and go over the orientation. Then you give them the additional material called for in the pack and set them up in a place where they can study the rest of the day.

On the second day, their job is to:

- Make at least 200 calls.
• Find at least 8 prospects.
• Sound great on the phone.
• Keep stats correctly.

You drop by their workstation occasionally, to see if they do sound great and to answer any questions.
Preparing for the Auditions

The Lists

**Computer Operator**

To get the necessary list quickly for free, do a Google® search for chambers of commerce. (If you search for, e.g., “Salt Lake City” “Chamber of Commerce” you’ll get them in and around Salt Lake.) Most chamber websites list business categories in common use for your area, alphabetically. (In the case of the Salt Lake Chamber, we clicked *Business Directory* on the home page. It gave us a search form, but we instead clicked *List all Categories* in its left-hand panel.) Look for categories that would have a small number of employees but make a lot of money: Accountants, Architects, Consultants, Engineers, and whatever else strikes your fancy. Write them down (or copy them into a temporary file).

Hotfoot it to the Google home page and click *Local* above the field. On the new page, insert a category in the *What* field and your city for *Where*. You’ll get a very complete list of all of the businesses in that category for your city—normally with phone numbers but without owners’ names. But not to worry. Part of the test is to determine if your prospective Sales Assistants can follow directions and/or use clues well enough to get the business owner’s name!

Highlight the first page of the list and paste it into a Word or text file. Repeat on remaining pages. Use different files, or at least start different pages, for different business categories. When you have at least 600 names total, print out the files and deliver them to your Advisor.

**Advisor**

You and your Service Assistant need to familiarize yourselves with these lists so you can explain them to the SA candidates.

The Special Forms

Your SA candidates will use the scripts to get actual leads. Make sure you have at least 20 photocopies of the *New CG Form—SA Audition* for each candidate. Also have at least 2 copies of the Daily and Weekly Stats forms per candidate.

**Partnerships Only.** Let your CO know who to enter for Primary and Secondary System Owners when processing these forms.

The Instructions and Scripts

**Making Candidate Appointments**

The instructions assume that only one candidate will be going through Day 1 on any given day.

**Choosing and Preparing a Script**

Here’s what Bill says about the “Small Business Owner Script.”

> I have done a few classes for ING advisors who are not Gorillas. To teach them how to cold call, we have used the SEP/IRA script included with these materials. We always find
leads. That’s why I’m recommending this script. It’s been run through our own compliance procedures. Naturally, you will want to submit it to your compliance officer.

Decide whether you want your candidates to use that script. If so, fill in the % and $ numbers under “If Yes OR No” on p. 39. On p. 37, fill in the blanks on step 4.

If you prefer, substitute a different script. You may want to base it on the Script Development Form. On p. 37, give the necessary information in step 4.

In any case, you must also have suitable literature available to mail out to any prospects found.

**Preparing the Instructions**

On p. 37, under “Purpose” fill in the latest reasonable time in item b). Be aware that someone will have to be available to meet with the candidate for this short Q&A session.

Be aware that during the Day 1 training program, someone must take some time to explain to each candidate what an SEP/IRA—or other product you’ve chosen—is. (See item 3 on page 37) This way, your prospective employee will have some confidence in what he or she is doing.

On p. 38, fill in the time you want the candidate to come in, pick up the list, and start calling. The Advisor (and possibly other Team members) should drop by several times to listen.

**Printing the Instructions**

For each SA candidate, have a fresh copy ready of pages 37-46.

**Making Prospect Appointments**

The Audition instructions provide for Hot Pops—instant appointments—and if the Advisor is not available, turning them into phone appointments. Make sure that the candidate always has at least two possible appointment day-&-times.

**Evaluation**

To pass, the candidate must:

- Make at least 200 calls.
- Sound great on the phone.
- Find at least 8 prospects.
- For each prospect found, fill out the special Record Update Form (RUF) provided.
- Keep stats correctly on their special Daily Stats Worksheet.
- At the end of the day, transfer their stats correctly to the Daily/Weekly Stats Report.
Script Development Form—First Call

To Reception:  Good (morning/afternoon).  This is __________.  I need to speak with M/M ________’s assistant.  Could you tell me his or her name, please?

No Assistant/Regarding What?  My name again is __________.  I’m calling from (FIRM).  I need to speak to (him/her) regarding _____________________________.
Could you connect me, please?

To Assistant:  Hi, (ASSTFIRSTNAME).  This is __________ with (FIRM).  I need to speak with M/M ________ regarding __________________________________.  Could you connect me, please?

To Owner/Manager:  Good (morning/afternoon).  M/M ________, this is __________ with (FIRM).  I’m calling today about ____________________________.  I’m sure you’re familiar with (FIRM), right?

IF NO:  We’re the __________________________.  Does that ring a bell?
M/M, I have some important information for you on ____________________________ ____________________________.  How familiar are you with this idea?

Basically (as you (may) know), it’s a __________________________________________ __________________________________________ __________________________________________ .

Could I send you some information on this idea?

NOT INTERESTED  Thankyouverymuch!

INTERESTED  Very good, I will get it out to you right away.  If you do like the idea, is this something you might act on in the near future?

CANNOT ACT  -  Okay, let me ask you this.  When in the next six months do you expect to have some funds available to invest or re-invest?  (Pin down month if necessary.)

Ballpark, how much will you have available at that time?  (RESPONSE)  Great!!  I’ll get back to you in (MONTHBEFOREFUNDSAVAILABLE).

COULD ACT  -  Just a couple of housekeeping questions here and I’ll let you go.  In the process of follow-up, it is often helpful to leave a voicemail message.  What extension should I use?

And would you prefer to receive bulletins or other vital information by fax or by email?  (Get fax number or email address.)
The Audition

This “Audition” requires two days. On the first day, you study and rehearse the material. The second day, you get on the phone and start trying to do the job you want to be hired for.

Day 1: Training Program

Purpose

The purpose of today’s reading and rehearsal is to:

a) Provide you enough information about our product, service, and prospecting technique so you can determine if someone is interested and ready to buy our service. This information will be partly written and partly oral.

b) Determine if you can learn written material well enough to implement it without extensive questions and further instruction.

At the end of the day today, but no later than __:____ PM, you will have a 15-minute period to ask questions about the written material. So as you read and rehearse today, note any questions—but mostly expect to figure things out on your own. In our company, it is important for you to be able to take written information, study it, and then do it.

Material

1. In Hot Prospects by Bill Good, read these chapters: 2, 4-6, and 9
3. When you believe you understand that material, notify the person supervising your audition. Someone will then provide you with a thorough oral explanation of what the product and/or service is. Ask all the questions you want, and take careful notes.
4. Use an actor’s technique to quickly get the feeling of the First Call Script on p. 39 and 40: Read it aloud 10 times, each time as fast as you can possibly talk, including both the Yes and No options. For (FIRM) use ______________________________. For (ADVISOR-FULLNAME), say ______________________________. Do NOT use a normal rate of speech on the script—yet.
5. Repeat for the “First Call Options” script.
6. Still going a mile a minute, read once through the “First Call Script” immediately followed by the “First Call Options.” Repeat together one more time.
8. Sit in a chair facing the wall. At least 7 times, rehearse both scripts to the wall using the negative options, with correct inflection and pacing. Then rehearse 3–5 times with the positive options.
9. When you feel sufficiently rehearsed, notify the person supervising your audition that you are ready to see the list that you’ll use with the scripts you’ve rehearsed. Look it over, ask all the questions you want, and take careful notes. But do not take the list with you.

10. Study and learn the materials on p. 41 and 42 so you can be more effective on your calls.

11. Learn the material on p. 43 through 44 so that you can fill in the statistical forms correctly on Day 2. You will use the Worksheet as you call, then fill in the appropriate single day on the Report after you have finished calling.

12. Study your written notes. Skim the chapters you studied in the book. When ready, notify the person supervising your audition that you are ready for your 15-minute question session. Use it efficiently.

**Day 2: Do It**

1) Arrive at or before ___:______ AM.

2) From the person supervising your audition, get the list of people to call and at least two appointment day-&-times you will be allowed to fill.

Get on the phone and use the script you have learned. Keep proper records in the way you have learned. In short, demonstrate you can do the job.
The Scripts

First-Call Script:
Small Business Owner Script

*If you do not have the business owner’s name*

**To Reception.** Good (morning/afternoon). This is __________. I need to speak your owner or manager. Could you tell me his or her name please? *(RESPONSE)* Very good. Could you connect me please?

**To Assistant (if any).** Good (morning/afternoon). My name is __________. Who am I speaking with? *(RESPONSE)* My name again is __________. I work at *(FIRM)*. I need to speak to your boss, M/M __________, regarding your SEP/IRA. Could you connect me, please?

*If you do have the business owner’s name*

**To Reception:** Hi! This is __________. I need to speak with __________’s assistant. Could you tell me his or her name please?

**To Assistant:** Hi, *(ASSTFIRSTNAME)*. This is _________ with *(FIRM)*. I need to speak with M/M __________ regarding your SEP/IRA. Could you connect me, please?

**After connection**

**To Owner/Manager:** Good (morning/afternoon). M/M __________, this is _________ with *(FIRM)*. I’m calling today because we have put together an information package on simplified employee pension plans for small business owners. Have you ever heard of SEP/IRAs?

**No.** Basically, it is a retirement account set up in the name of the small business or business owner that gives the individual huge tax deductions of ___% of gross income or $_____/year, whichever is less. Could I send you some information on this? *(Go to First Call Options, next page.)*

**Yes.** Great. Then you know that it’s basically a retirement account, set up in the name of the small business or business owner, that gives the individual huge tax deductions of ___% of gross income or $_____/year, whichever is less. Do you have an SEP/IRA?

**Has one.** Very good. May I send you some information on who we are and what we do at *(FIRM)*? After you look at it, my boss, *(ADVISORFULLNAME)*, would like to spend 15 minutes with you by phone and give you a second opinion on whether you are set up correctly. May I put that information in the mail for you? *(Go to First Call Options, next page.)*

**Doesn’t have one.** Okay. May I send you some information on who we are and what we do at *(FIRM)*? After you look at it, my boss, *(ADVISORFULLNAME)*, would like to spend 15 minutes with you by phone to see if setting up an SEP/IRA would make sense for you. May I put that information in the mail for you? *(Go to First Call Options, next page.)*
First-Call Options—
for use with the First Call to a business organization

**NOT INTERESTED AT ALL**

Thankyouverymuch!

**INTERESTED**

Very good, I will get it out to you right away. If you do like the idea, is this something you might act on in the near future?

**CANNOT ACT**

Okay, let me ask you this. When in the next six months do you expect to have some funds available to invest or re-invest? *(Pin down month if necessary.)*

Ballpark, how much will you have available at that time? *(RESPONSE)*

Great!! I’ll get back to you in *(MONTH-BEFOREFUND$AVAILABLE)*.

**COULD ACT**

Just a couple of housekeeping questions here and I’ll let you go. In the process of follow-up, it is often helpful to leave a voicemail message. What extension should I use?

And would you prefer to receive bulletins or other vital information by fax or by email? *(Get fax number or email address)*

*(Reconfirm mailing address and Thankyouverymuch!)*
Standard Workflow Procedure:
How to Make More Calls

**Dos**

- Focus on numbers, not results. The more dials you make, the more contacts you make, the more Pits you discard, the more material you send out, and the more appointments you make, the more sales your Advisor makes—and the more MUH-ney you make!
- Keeping stats keeps you focused.
- Always use a SCRIPT.
- Use a headset.
- Let the phone ring four times, then disconnect.
- When prospecting, never hang up or disconnect except to make minimal notes. You should be writing and talking. When done with a call, hit FLASH and GO TO THE NEXT CALL.
- Always have your next number ready to call.

**DON'Ts**

- DON’T stay on hold forever.
- DON’T write down negatives.
- Do NOT leave messages with assistants and others to call you.
- Do NOT leave a voice-mail message unless you already have a relationship.
- Do NOT get callback information from non-decision makers.

**Dealing with screeners**

Always follow this broad principle:

When the screener tells you the boss is a Pit, believe him or her. A screener knows the boss better than you do.

To get to that point—or further—use one of the methods below.

**Method 1: Answer the screener’s questions first**

**You:** Ring, ring.

**Screener:** Good morning—Captain Price’s office!

**You:** Good morning! This is Ralph Burgher. I’m with Bilgewater Pumping. I need to speak with him about getting those bilges cleaned out a lot faster. Could you connect me, please?

**Screener (perhaps uncertain):** Just a moment. I’ll see if he’s in.

**Method 2: Slide by**

**You:** Ring, ring.
Reception:  Good morning—Price and Associates!
You:  Good morning, this is Ralph Burgher.  I need to speak with Captain Price’s assistant. Could you tell me his or her name, please?
Reception:  Jordan Smith.
You:  Could you connect me, please?  (Ring, ring)
Screener:  Good morning—Captain Price’s office!
You:  Good morning, Jordan.  This is Ralph Burger.  Is the Captain in?

**Method 3: Follow-Up on a Letter**

(This method is not relevant for this audition, but you may as well see it now anyway, in case you’re hired.)

You:  Ring, ring.
Reception:  Good morning—Price and Associates!
You:  Good morning, this is Ralph Burgher.  I need to speak with Captain Price’s assistant. Could you tell me his or her name, please?
Reception:  Jordan Smith.
You:  Could you connect me, please?  (ring, ring)
Screener:  Good morning—Captain Price’s office!
You:  Good morning, Jordan.  This is Ralph Burger.  I’m following up on some correspondence with the Captain.  Is he in?

**Getting the data into the database**

Look over the New CG Form-SA Audition.  You will fill it out for each contact who expresses interest.  Use its “Notes” section for any additional data that will help when someone calls back after the contact receives the information you send.

If you have any questions about this form, ask them during your 15-minute allotment at the end of the day.
# Daily and Weekly Stats: Monitoring Your Calls

## The Numbers Game

At its foundation, **S A L E S I S A N U M B E R S G A M E**. At any skill level, increase your calls, contacts, and presentations, and **S A L E S W I L L G O U P**.

To increase your contacts, you must track them. Starting on the page after next, you will see a Sales Assistant’s Daily Stats Worksheet and Daily/Weekly Report.

### Marking the Stats Worksheets

Every time you make a call attempt, put a slash mark / below a number on your Worksheet.

<table>
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<tr>
<th>1</th>
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If the call turns into a **contact** with a decision maker, turn the / into an X:

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If your contact turns into a (Red) **Cherry**, draw a circle ⊗ around the X:

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For the purposes of this audition, a Cherry is someone who is interested, will receive literature from the firm, and indicates a willingness to act if they like the idea.

If it’s an **Info Lead**, put a box [ around the X instead:

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<th>1</th>
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</table>

For the purposes of this audition, an Info Lead is someone who is interested, will receive literature from the firm, but cannot act now.

Although the script does not ask for this, if someone starts asking you questions, see if they will talk to the Advisor immediately. For such a “Hot Pop”—an instant appointment—turn the / into an A instead:

<table>
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<th>1</th>
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If the Advisor is not available, set a phone appointment for your boss to call them. (Begin with “Would (TIME1) on (DAY1) or (TIME2) on (DAY2) be better for you?”) Show the appointment information in the **NOTES** section of the “New CG Form—SA Audition.”

You will not track Green Cherries or any other lead type not listed above. However, when applicable, **mark** Cherry, Info Lead, or Hot Pop both on the New CG form AND on the list you’re calling from.
Sales Assistant’s Audition Daily Stats Worksheet

Date: ___/___/___

Arrived: ___:____  Left: ___:____  Hours: ___:____

First Calls (cold lists)

1  2  3  4  5  6  7  8  9  10  11  12  13  14  15  16  17  18  19  20

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Dial = /  Contact = X  Hot Pop = A  (Red) Cherry = ⊗  Info Lead = ☑

TOTALS:  Call Attempts: ___  Contacts: ___  Hot: ___  Cherries: ___  Info Leads: ___
Sales Assistant’s Daily/Weekly Report

For *statistical* week ending Thursday, ___/___/___

*Reminder:* Fill in this sheet daily.

**Prospecting**

<table>
<thead>
<tr>
<th>List</th>
<th>Hours</th>
<th>Dials</th>
<th>Contacts</th>
<th>Hot</th>
<th>Red Cherries</th>
<th>Info Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Friday</strong></td>
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<td>Monday</td>
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<td><strong>Weekly Totals</strong></td>
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</tr>
</tbody>
</table>
NEW CG FORM—SA Audition

CONTACT GROUP DATA (CO: Read down each column for efficient entry sequence.)

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>Lead</th>
<th>AA-Hot</th>
<th>A-Cherry</th>
<th>C-Info Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>List Prospect</td>
<td>Type</td>
<td>Bus. Owner</td>
<td>Professional</td>
<td>Communication Channel</td>
</tr>
<tr>
<td>Source</td>
<td>← CO: Enter Aud- plus initials shown.</td>
<td>Communication Status</td>
<td>Normal</td>
<td>No Letters</td>
</tr>
</tbody>
</table>

↑ Write in your initials for Source above!

FIRST INDIVIDUAL

Mark if this Individual should NOT be included in default address for this CG ☐

<table>
<thead>
<tr>
<th>FIRST NAME</th>
<th>EXTENSION</th>
<th>Jr. Sr. M.D.</th>
<th>SS#/SIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIDDLE</td>
<td>GENDER</td>
<td>☐ MALE ☑ FEMALE</td>
<td></td>
</tr>
<tr>
<td>LAST NAME</td>
<td>NICKNAME</td>
<td>POSITION</td>
<td></td>
</tr>
<tr>
<td>TITLE</td>
<td>Mr. Ms. Mrs.</td>
<td>☐ BUSINESS (To Print in Address) ☐ DECEASED</td>
<td></td>
</tr>
</tbody>
</table>

SECOND INDIVIDUAL

Mark if this Individual should NOT be included in default address for this CG ☐

<table>
<thead>
<tr>
<th>FIRST NAME</th>
<th>EXTENSION</th>
<th>Jr. Sr. M.D.</th>
<th>SS#/SIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIDDLE</td>
<td>GENDER</td>
<td>☐ MALE ☑ FEMALE</td>
<td></td>
</tr>
<tr>
<td>LAST NAME</td>
<td>NICKNAME</td>
<td>POSITION</td>
<td></td>
</tr>
<tr>
<td>TITLE</td>
<td>Mr. Ms. Mrs.</td>
<td>☐ BUSINESS (To Print in Address) ☐ DECEASED</td>
<td></td>
</tr>
</tbody>
</table>

ADDRESS THIS INDIVIDUAL AS ☐ 1st ☐ 2nd ADDRESSEE, AS MARRIED WITH ☐

DEFAULT MAILING ADDRESS (Must match choice in first panel above) ☐ See other Addresses on back

<table>
<thead>
<tr>
<th>COMPANY (If Applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESS (Street)</td>
</tr>
<tr>
<td>CITY</td>
</tr>
</tbody>
</table>

PHONE NUMBERS With each, show Type: Home, Business, Fax, Cell, Pager. Description (His, In car, etc.) is optional.

→ CO: Mark each Home or Cell Phone Number checked against DNC List with a √ or X. Circle any registered. ←

EMAIL Whose (Hers, John’s, etc.) and/or other description is optional.

INVESTMENT OPPORTUNITIES

<table>
<thead>
<tr>
<th>DUE DATE</th>
<th>SOURCE</th>
<th>AMOUNT DUE</th>
<th>PROB.</th>
<th>DESCRIPTION</th>
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</table>

INTERESTS

Business Planning ☐ Fee-Based ☐ Growth–Conservative ☐ Managed Money ☐ Safety ☐
Education Funding ☐ Financial Planning ☐ Growth–Speculative ☐ Real Estate ☐ Tax-Advantaged ☐
Estate Planning ☐ Growth ☐ Income ☐ Retirement Planning ☐ Tax-Free ☐

INVESTMENT TYPES

☐ Bonds-Tax-Free ☐ Ins’nce–Annuities ☐ Managed Money ☐ Mutual Funds–Income ☐ Mutual Funds–Value ☐ Stocks–Blue Chip
☐ Bonds-Taxable ☐ Ins’nce–LTC ☐ Money Market ☐ Mutual Funds–G & I ☐ Real Estate–Comm’l ☐ Stocks–Growth
☐ CDs ☐ GICs ☐ Ins’nce–Term ☐ Mutual Funds ☐ Mutual Funds–Internat’l ☐ Real Estate–Income ☐ Stocks–Income
☐ Commodities ☐ Ins’nce–VUL ☐ Mutual Funds–Bond ☐ Mutual Funds–Large Cap ☐ REITs ☐ Stocks ☐ Stocks–New Issue
☐ __________ ☐ Ins’nce–Whole L. ☐ Mutual Funds–Growth ☐ Mutual Funds–Small Cap ☐ SEPs ☐ __________

ADDITIONAL NOTES

C.O. work completed / / ________ Date / / Time By

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Section 4
Sample Agreements and Contracts

*Samples only!*

Review by legal counsel needed for compliance with local and state employment law.
SALES ASSISTANT AGREEMENT LETTER

[Addressed to Sales Assistant, with salutation]

You have agreed to employment with me as my Sales Assistant. In that position, you will be provided with and have access to, proprietary information and materials related to my business, which you hereby acknowledge will contain confidential information belonging to me, to my employer, and/or to other parties who have supplied them to me.

You will not disclose such information or materials to any person without my prior written authorization. You will take all steps necessary to preserve their confidentiality while in your possession, including, without limitation, their secure transportation, storage, and handling. You will not make any copies of such information and materials except by my direction. You will use such information and material solely for the purposes of your employment with me, and will not otherwise use them for your own benefit or the benefit of others.

When and if your employment with me is terminated, your obligation of confidentiality and non-use undertaken hereunder shall survive that termination by three (3) years, and you agree to return to me any document or thing containing such information and/or materials.

If you voluntarily terminate your employment with me within six (6) months, you will pay me $__________, the estimated value of your training in my office, plus the cost of any special training sessions to which I have sent you.

If you consent to the above, sign both copies of this letter and return one copy to me.

_____________________________________________ ________________________
Registered Representative’s Signature Date

_____________________________________________
Registered Representative’s Name and Title (print)

_____________________________________________ ________________________
Sales Assistant’s Signature Date

_____________________________________________
Sales Assistant’s Name (print)
SALES ASSISTANT EMPLOYMENT CONTRACT

I. Parties

This is a binding contract between _______________________________ (ADVNAME), a Registered Representative, hereinafter called “Employer,” and me, an individual, ______________________________ (SANAME), both undersigned.

II. Purpose and Intent

Employer agrees to employ me as a Sales Assistant and to enroll me in Series 7 training, as is my desire. Employer is committed to my professional development, and to that end will make considerable expenditure for my compensation and my licensing and registrations, as well as for operational and related costs while I am in Series 7 training and examination.

In consideration of said expenditures by Employer, the training I will receive, the career opportunities that I will be afforded after acquiring the Series 7 License, and the support services and facilities to be provided to me, I accept the remaining terms of this contract.

III. Confidentiality of Employer Records

I understand that Employer’s client records and information—including all names and addresses and account information, whether generated by Employer or by me—are confidential and proprietary information as well as an important business asset of Employer. I will therefore, except by authorization of Employer or as required by law:

- Use such information only in the normal course of Employer’s business;
- Remove from Employer’s premises no client-related records or information in any form whatsoever during or after my employment; and
- Refuse to transfer or disclose such documents or information to any third party either orally or in writing.

IV. Termination of Employment

A. Non-Solicitation Agreement. If my employment with Employer is terminated for any reason I will not, within one year thereafter, solicit any of the clients I learned of during that employment who reside within one hundred (100) miles of the office at which I was employed nor any clients whatsoever whom I served during that employment.

B. Employment at Will. I understand and agree that my relationship with Employer is “employment at will,” which affords either of us the right to terminate that relationship at any time for any reason or none unless otherwise prohibited by applicable law.

C. Reimbursement of Training Expenses. If, within twenty-five (25) months after my registration is approved by the NYSE or while I am not yet so registered, I terminate my employment or provoke its termination by words or conduct which would reasonably be expected to result in such termination, I agree to pay damages to Employer. It is specifically agreed that my failure to pass the Series 7 New York Stock Exchange (NYSE) examination shall NOT constitute such provocation. Such damages shall be ___________________________ dollars ($_________________), which I agree reasonably represents the costs and expenses incurred by Employer in training me, less one twenty-fifth
(4%) for each full month I have remained in Employer’s employ after my registration was approved by the NYSE.

D. Effect of Termination on Compensation. I agree that if my employment is terminated for any reason, I will be entitled only to such commissions, finder’s fees, sales credit, bonuses, and any other compensation as were credited to me on or before the effective day of my termination.

V. Miscellaneous

A. Compliance. I will at all times comply with federal and state securities laws, with the internal policies and procedures of Employer’s firm, and with the rules of the various exchanges and other regulatory bodies to which Employer, Employer’s firm, and/or I are subject.

B. Choice of Law. This contract shall be governed in all respects by the laws of the State of ___________________ notwithstanding any choice-of-law rules of that state or of any other state. Employer and I agree and consent to venue before the appropriate authority in ___________________ (CITY).

C. Reinterpretation. Nothing in this agreement is intended to conflict with or violate applicable law and any interpretation of its provisions shall be limited, if necessary, to give legal effect to such terms by such applicable law.

D. Complete Agreement. This contract represents my entire understanding with Employer as to my employment with (him/her) and may be amended only by a written agreement signed and dated by Employer and me.

_____________________________________________ ________________________
Sales Assistant (I/me) Date

_____________________________________________ ________________________
Employer Date

Right to a Lawyer, Etc.

I acknowledge that I have read a copy of this contract prior to signing it, and understand the terms thereof. I acknowledge that I have been afforded the opportunity to consult with counsel with respect to my execution of this agreement.

_____________________________________________ ________________________
Sales Assistant (I/me) Date
Section 5
Ownership Agreement or Job Description
SA Job Description

Primary Duty

The Sales Assistant’s primary duty is seeing that the Advisor has plenty of people to talk to every day—by phone and in person—who are interested and well qualified now.

Part of these sales contacts should be daily appointments with new prospects. This goal is accomplished by a combination of:

- People the Advisor is already working with;
- People who call in whom Service Assistant screens for sales interest;
- People Sales Assistant finds, qualifies, and sets phone appointments with.

The Sales Assistant therefore sets Advisor appointments with the following:

- Leads from direct-mail campaigns
- Clients with Funds Due
- Prospects with Funds Due
- Hot pops from any calling campaigns (turnover leads)
- Referrals
- Attendees at any seminars
- Clients and prospects qualified through any No-Contact calls
- Clients who have called in about service problems (after being satisfactorily handled)

In support of this duty, the Sales Assistant must eventually build up the prospect file to the critical mass of 800–1500 warm leads for the Monthly Drip Campaign to drip on. This will ensure that the number of direct-mail responses and appointments meets the Advisor’s requirements.

Other SA Duties

- Ensures appropriate Etiquette Letters are sent, especially Welcome Referral Letters to Referrals and Thanks-Referral Letters to Referrors (sources).
- Keeps Service Assistant informed so s/he can act as host, greeting prospects and clients or getting them to the phone.
- Schedules limousines or other transportation to pick up extremely qualified clients and prospects.
- Sees that all Advisor-conducted seminars are set up and promoted.
- Is never asked to perform service duties—unless Service Assistant is absent for an extended period.
- Periodically runs and uses Calling List reports (No Funds Due, No Investments, and No Interests, etc.) to keep database at peak quality.
**Time Commitment**

The basic time-schedule model for a committed Sales Assistant requires 46 hours per week, including at least one session of evening calling for 2 hours to clients or existing prospects who cannot be reached during the day.

**Characteristics**

A good Sales Assistant is:

- Like the Advisor.
- Organized, self-motivated, overbearing (towards the Advisor), dependable, loyal, up, a problem solver, and willing to commit long hours toward the cause when necessary.
- Computer-literate.
- Able to cold-call well and likes it. (If you hate it, you can’t motivate others to do it.)

**Sales Assistant Ownership Agreement**

I, ______________________________________, Sales Assistant’s Name—PLEASE PRINT do hereby agree to assume ownership for the job called “Sales Assistant,” with all the specific duties, obligations, and responsibilities it entails as defined in the 110% Gorilla Chart and the Job Description attached to this agreement, both of which I have read; and I agree to complete all training necessary to ensure I can perform those duties. I have also read and signed a confidentiality agreement, which I understand, and which has been explained to me as fully as I needed.

_____________________________________________ ______________________
Sales Assistant Date
Section 6
Launching a New Sales Assistant
The Outline

As soon as you have a new Sales Assistant, it’s time to hit the ground running. Here’s how you, the Advisor, can successfully launch your new SA.

1) **Get contracts, etc., signed.** Besides whatever is required or recommended by your firm.

2) **Establish a working space in your office.** Having the SA in your office is a requirement of the 110% Gorilla Chart. The best SAs are trained right under their Advisors’ noses. Assuming you are running the Model Day by the book, you will be making your sales contacts from 8:00 AM to noon. Your new SA should be right there with you, and should stay working in your office for several months.

   In the afternoons, s/he can work elsewhere, preferably close to your Service Assistant, if your SV has been with you longer and so can answer questions.

   During those several months, also …

3) **Get your SA through Initial Training.** Read pp. 56-59. Notice that the process requires significant cooperation from you.

   When Initial Training is complete …

4) **Have your SA do some cold calling for a week or more.** See “Apprenticeship” on p. 60. Notice that the first assignment involves a No-Contact Report on your prospects; not having an SA means they’ve probably built up!

   **Warning! Under no conditions** should your SA start calling your clients until you have full confidence in him or her.

   Once you do have that confidence …

5) **Send the Intro Letter, followed by the SA calling.** Send out a letter introducing your new SA to your clients and have the SA call every client to introduce him or herself.

   (To find the best letter to use or adapt for your situation, Search our Letters Library® for Service-Introduction-SA. Then do the same for Script-SA Introduction.)

   Now that your Sales Assistant can deliver high-quality prospects …

6) **Start list development.** A full-time SA should spend about 5 hours a day on the telephone and 3 doing other things—the best choice usually being list development, by the methods s/he learned in Initial Training.

   And at the same time …

7) **Have your SA call those clients you rarely have time to.** Keep your SA working right beside you in your office, especially in those critical morning hours.

   As soon as possible …

8) **Get your SA to Boot Camp.** Convert your SA into a deadly marketing weapon! Call us at BGM and ask for someone to tell you about Sales Assistant Boot Camp.

   When s/he’s back from Camp …

   **Ensure your SA participates in the Boot Camp follow-up procedures.** This will occasionally involve you, too.
Initial Training

To be an effective Sales Assistant, you need to have some basic knowledge about the industry, understand what your Advisor does, learn (quickly) enough about the System to function within it, and be able to get results.

Basic Product Knowledge

Q. How much does an SA need to know about investing?
A. At least as much as a sophisticated client.

As of June 21, 2005, the two websites linked to in this section were as described. If the location of educational materials at either site has become less obvious, please poke around. We have always found many areas on both sites offering excellent material!

1) On the FINRA website, www.finra.org, explore the glossary to familiarize yourself with products and services. And incidentally: Find out what FINRA stands for and what they do by reading the About FINRA page!

2) On the NYSE website, www.nyse.com, expand your knowledge with an appropriate choice of its educational resources.

3) If your company has a website, look it over to learn about the company you are working for and with. If not, ask your Advisor for brochure(s) or information packet(s) about the company.

4) Ask your Advisor for a selection of brochures on the products s/he sells. Using a good financial dictionary and/or the glossary on the FINRA or NYSE website, read these brochures carefully. Make certain you understand any terminology new to you.

5) Ask your Advisor to make a few product sales presentations to you as though you were a prospect. The combination of literature and presentations should instill the proper balance of knowledge and belief to do your job well.

Understanding What You’re Doing

There are many different ways of doing business in the financial services industry. Ask your Advisor to explain what kind of business s/he does, what his or her goals are, and how you can help to achieve them.

One way to start is for your Advisor to answer some or all of the questions below.

- What is a financial advisor?
- What is your title in the company? What does it mean?
- What products do you sell a lot of? Why?
- How long have you been in business?
- Do you have a business plan? May I see it?
• How do you get paid? How often do you get paid?
• What is your selling process?
• How do you evaluate investments?
• What licenses do you hold? Why do you have to have them, or how do they help?
• What is a Registered Representative?
• What can I do as a non-registered Sales Assistant? What more could I do if I were registered?
• Do you want me to get registered? (If yes:) How do I do that?
• How do you expect your business to run more easily and/or be more profitable now that I’m your Sales Assistant?
• How often do I get paid?
• What benefits do I have?
• What are the “no-nos”?
• What else should I know to do my job well?

Understanding the System

Q. How much does an SA need to know about the Bill Good Marketing System®?
A. A little about each part of the System, and how the parts work together to make it function as a whole.

1) Go online to www.billgood.com/university. You’ll need your Advisor’s username and password to log in to the BGM University®. Choose the tutorial track you want to take.

2) On the tutorials page, start at the top left and proceed through every tutorial. It will take you about 12-14 hours to get through all of the lessons, but it will be time well spent.

3) Have your CO print out the SA Daily Planning Checklist from the Doc Manager for you, so you can start using it. (It’s under Scripts/Checklists.) Update Note: If there is only an SA Daily Task Checklist there, your CO needs to download the newer version from our online Document Library.

4) To ensure you really understand how the System helps manage the business, ask your CO to show you how s/he works through the Computer Operator’s Daily Task Checklist, once on a regular day, and once at the end of a week.

Getting Results

Q. How much does an SA need to know about prospecting?
A. Enough to get results for the Advisor.

1) Obtain Bill Good’s book, Hot Prospects. Complete the pre–Boot Camp Assignments below.
Preparing for SA Boot Camp

Objective: When your Advisor is ready to send you to Boot Camp, you’re ready to go.

This looks like a lot of work. Guess what? It is! But by reading Hot Prospects first, you will be much better prepared for Boot Camp. Smart? You bet!

Note: If you were hired without going through our Audition process, you will first want to study the basic materials covered by Chapters 2, 4-6, and 9. Then continue with the information below.

The Five Critical Elements of Professional Sound
In the Document Library at www.billgood.com read “The Five Elements of Professional Sound.”

How to Make More Calls
Study and learn the materials on p. 41 and 42 so you can be more effective on your calls.

Hot Prospects

Chapter 10: The Campaign Development Checklist
Look over the Campaign Development Checklist. Realize that there are many complex, tested Campaigns in the BGM Campaign Center on our website. Then decide whether an orderly process of developing a Campaign is right for you.

Chapter 11: Lists-Campaign Starting Point
Read and understand the basic concepts of list development.

From a recent Weekly Stats Reports, find out how many Mass Mail names, and how many prospect names are in your database. Store that knowledge for the future.

Chapter 12 and 13: Improve Your Core Lists and Small Lists
Read and understand principles of improving your lists and small lists.

Chapter 14: The Campaign Objective
Go through the six steps on pages 109-111, picking an Objective for a Campaign you’d want to run.

Chapter 15: How to Pick a Style
Pick a style for a Campaign you would want to develop.

Chapter 17: To Script or Not to Script
Detail the pros and cons of specific offers your Advisor could make, one involving a service, another a concept, and a third a product. Discuss your write-up with him or her.

In consultation with your Advisor, pick a cold-calling script. Ideally, you will continue to use the SEP/IRA or other script you used for your Audition.

Chapters 19: Script Rewriting
In Boot Camp, you will go over various call outlines and use them to craft your own sales dialogue. You will also receive a library of “script development forms” you can utilize. This chapter helps you prepare for that.

Chapter 22: Lead Development
Read this chapter to further your understanding of the process and tools of lead development.
Chapter 23: Lead Development Scripts
Read this chapter to understand scripts, how to close, and overcome the “I didn’t get it” objection.

Chapter 20 and 24: Lead Generation Letters and Lead Development Messages
Read these chapters to understand different aspects of Lead Generation letters and messages and how to write them. Write down any questions that result and discuss them with your Advisor.
If your Advisor does not have a résumé, find a sample one located in the document library online.
Apprenticeship

Use appropriate forms—RUFs, Quick RUFs, and/or New CG Forms—during these tasks.

1) Make No-Contact calls to prospects.

First, ask to see any recent letters sent to prospects. They can reasonably expect you to be familiar with what your office has been telling them.

Ask your Computer Operator to print out a No-Contact Report for prospects only. Choose the Speedbutton Group Lead Proc-Known CGs. (For a detailed explanation of running this report see “Running the No-Contact Report” in the Help Section of Gorilla.) Make sure your Advisor crosses off any people s/he doesn’t want called.

Have your CO print out the appropriate script: No Contact-Registered SA-Script if you’re registered, No Contact-NRC-Script otherwise. Review it and mark it up.

From a phone in your Advisor’s office, call all remaining prospects on the No-Contact Report. Write any corrections or new information directly on the Report. If a CG is a Lead, mark it for the appropriate Speedbutton. Fill out Record Update Forms (RUFs) for records that require extensive updates. Hand the Report over to your Computer Operator to update the database.¹

2) Run the Mail/Phone Campaign with a letter of your Advisor’s choosing.

With your Advisor, fill out a Mail/Phone Campaign Order Form. Make certain you have a Calling List defined. Following the Campaign procedure, set some appointments and get some Green Cherries!

3) Get some clients to the phone and/or set telephone appointments with them.

Ask your Advisor to go through the Call Actions on his or her To-Do Report and reassign as many as possible to you. Contact these people and tell them the Advisor would like to speak with them. If possible, connect them immediately; but if either the client or the Advisor cannot talk now, set telephone appointments.

¹ If it will really save employee-hours, instead run the SBs in the database and/or enter the Notes yourself. However, realize that your CO is a specialist—so even if s/he’s new, s/he’s getting more experience at this work than you are.

If appropriate, do time trials: Time making half a dozen entries yourself, including how long it takes to locate the records. Then time writing up those changes, delete them from the database, and add how long your CO takes to enter them from your write-up.