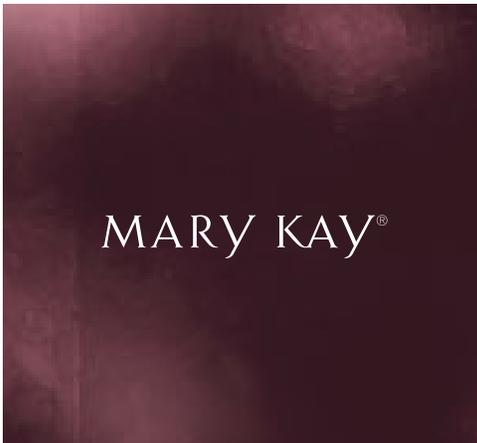




# action plan



**Helpful Tips** for  
Independent  
Sales Directors



“As a Mary Kay Independent Sales Director,  
you are one of God’s angels,  
offering the gift of helping others  
discover the special talents  
they never knew they possessed.  
That gift includes your love, your help  
and your smile of encouragement.”

– *Mary Kay Ash*

# Mary Kay Principles for Leadership Excellence

As an Independent Sales Director, you might find that others may look to you for advice and encouragement. You have achieved something that others aspire to become. Mary Kay knew the importance of serving as a role model for others and through her wisdom and guidance, the following principles were formed. They are shared with you in hopes that you find them inspiring.

## Dedication

Remain dedicated to Mary Kay's values and philosophies in fulfilling your leadership role. Such dedication is the foundation upon which a successful future is assured.

## Inspiration

Your words and actions make you the inspiration for those around you. Take pride in being the source of their inspiration and help them become role models for others.

## Respect

Respect for yourself is the fundamental key for enhancing your self-worth. Respect for your sister Independent Sales Directors and Independent Beauty Consultants elevates everyone's sense of self-worth.

## Enthusiasm

Realize that your enthusiasm is infectious. Nurture it and let it grow. Spread it throughout your unit and watch as eagerness, activity and passion begin to bloom.

## Character

Know that as a role model, you must be unbending in your ethical and moral beliefs. As a leader, your behaviour and reputation should be above reproach.

## Tradition

Embrace the unique Go-Give® and Golden Rule traditions of Mary Kay. Realize your responsibility in passing these beliefs and practices to each new generation of Independent Sales Directors and Independent Beauty Consultants.

## Obligation

As a leader, you have promised to follow the Mary Kay business practices, carrying out your responsibilities to your unit and to the Company. This sense of duty is a bond of honour and a commitment to these practices.

## Resiliency

A buoyant spirit and resilient nature allow you to bounce back from adversity. Become a natural leader and understand the benefits of tenacity and determination. Hold on to your ideals, remain clearly focused on the future and learn to “fail” forward to success.

## Stewardship

To Independent Sales Directors and Independent Beauty Consultants, you are their guide and mentor. You are their teacher, friend, motivator and shoulder to cry on. You are their leader, and under your stewardship, they will become the very best they can be.

## Humility

Great leaders, regardless of their achievement, remain humble. Learn that hard work and the grace of God have brought you success. Use this success to motivate and inspire others to excellence.

## Integrity

Honesty is not just the best policy, it is the only policy. Your soundness of judgment in all matters preserves the integrity of the entire Mary Kay organization. Your unimpaired vision of right and wrong is the building block on which your business is founded.

## Pride

In 1963, Mary Kay Ash founded a company on the principles of God first, family second and career third. As a leader in the independent sales force, you carry this philosophy as a badge of pride.

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**Your Relationship With the Company**

As a Mary Kay Independent Sales Director, you are self-employed. Our marketing plan has been developed to support your independent contractor status. Simply stated, this means you are your own boss.

**Your Independent Contractor Status**

As an independent contractor, you are not an employee of the Company. There are many advantages to your independent contractor status, and as your business grows, so can the value of your self-employed position. You will receive plenty of business guidance and suggestions, yet you have the freedom to choose your own hours and the business methods that work best for you. It follows that the ideas included in the *Action Plan: Helpful Tips for Independent Sales Directors* are suggestions that may help you build your Mary Kay business.

The Company retains no right of control over you except those terms and conditions outlined in your Independent Sales Director Agreement and Independent Beauty Consultant Agreement. You, in turn, have no power or authority to incur any debt, obligation or liability, or to make any representation or contract on behalf of the Company.

For additional information regarding the legal aspects of your business, please refer to *Legal Ease* found on the Mary Kay® Online Community Web site.

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# Introduction

## Introduction

Welcome to the *Action Plan: Helpful Tips for Independent Sales Directors*. This guide was assembled not to tell you how to run your business (you already know how to do that or you wouldn't be an Independent Sales Director!), but to provide some helpful tips that have worked for other Independent Sales Directors and might work for you. Mary Kay always said, "If you have an idea, and you keep yours; and I have an idea, and I keep mine; we each have one. But, if you give me yours and I give you mine, we each have two!" So, in the spirit of Go-Give,<sup>®</sup> we share these ideas with you, and you decide whether or not to incorporate them into your business. Without this tradition of sharing ideas, this *Action Plan* would not be possible.

"I believe there has never been a more satisfying or more rewarding endeavor than that of a Mary Kay Independent Sales Director. Helping other women to achieve their hearts' desires while you make your own dreams come true is the kind of opportunity every woman wants to have."

– Mary Kay Ash

### How the *Action Plan: Helpful Tips for Independent Sales Directors* Works

This guide provides you with the opportunity to apply any tips that you find useful. You may want to set aside time to try the suggested activity whenever you see this activity symbol.

#### Activity



This reference symbol is also used throughout this guide and refers to other sources of information available to you.

We hope you find ideas in this *Action Plan* that will help you in your Mary Kay business.

# Mary Kay Philosophies and Principles

Chapter 1

# Mary Kay Philosophies and Principles

This chapter will focus on:

- Ways in which you can project the Mary Kay image
- Suggestions for the adoptive Independent Sales Director and the commissioned Independent Sales Director as part of the adoptee program
- The history of the Go-Give® Award and how you can help keep the Go-Give® spirit alive

“Though much has changed, much still remains the same. The foundation upon which our Company was built –the Go-Give® spirit, the Golden Rule and keeping our priorities in order with God first, family second and career third – has not changed. And I think that God has showered His blessings upon us because of this.”

– Mary Kay Ash

Mary Kay's philosophies and principles are what make the Mary Kay opportunity so unique. The caring and sharing spirit has enabled the Company and the independent sales force to grow beyond Mary Kay's wildest dreams. As an Independent Sales Director and a role model for others to follow, it's a privilege to have the opportunity to keep this spirit alive. By practicing these principles and sharing them with others, you can help ensure that Mary Kay's legacy lives on.

## The Importance of Image

Mary Kay always knew the importance of making a good first impression. She also understood how important image was in the business world. To her, image included not only what you wore, but also how you treated others. Over the years this concept of image has come to be known as “the Mary Kay image.” If you're looking for ideas on what “the Mary Kay image” might entail, here are a few suggestions:

## Activity

**Attire**

- Always dress in professional business attire when attending a function relating to your Mary Kay business.
- You are a walking advertisement for your business, so think of the benefits of keeping your makeup, hair and nails impeccable.
- Keep your shoes scuff-free, and carry an extra pair of hose with you in case of a run.
- It's best to keep your accessories to a minimum.

**Actions**

- Always be honest, fair and compassionate.
- Think about what you say and how you say it.
- The use of profanity in everyday conversations is not professional.
- You'll want to be pleasant and courteous to people who service you in stores, restaurants and hotels. Never miss an opportunity to make a good first impression.
- Be prompt. Being late to functions shows a lack of respect for other people's time.

**Telephone**

- The message on your answering machine should be professional.
- Answer calls in a pleasant, professional manner.
- Consider teaching family members how to answer your phone in a professional manner.
- Return phone calls promptly.

**Business Functions**

- It is impolite to talk or walk around during a class or get up and walk out on a speaker or a teacher. Silencing cell phones can avoid embarrassing interruptions.
- Mary Kay always believed that alcoholic beverages were not professional at business functions.

- You'll want to attend all business functions that might be helpful in your business, such as Seminar, Leadership Conference and Career Conference, and arrive on time to general sessions and classes. Others will follow your example.

### **Cars**

- Think about all the people you encounter while in your car. Keeping the inside and outside of your car clean and neat, and being courteous while driving could help to make a great first impression.

### **Business Aids and Literature**

- It's wise to use literature and team-building materials that are professional-looking. Using materials produced by the Company may be helpful in this effort.
- You'll want to check any written material you distribute for misspelled words or typographical errors.
- If you use any facts about the Company you'll want to ensure they are accurate. For accurate Company information, please refer to the *At-A-Glance* brochure on the Mary Kay® Online Community.

**“Accepting and caring for adoptees is not only beneficial to the adopted Beauty Consultants, but the adoptive unit also will be enriched by their experiences.”**

**– U.S. Independent Executive National Sales Director Emeritus Pat Fortenberry**

### **The Adoptee Program**

Mary Kay herself created the adoptee program as a way to maintain and support the Mary Kay philosophy of “no territories.” “No territories” means that you can recruit team members from all over the country. The adoptee program ensures that those team members will be properly educated and motivated by local Independent Sales Directors who “adopt” Mary Kay Independent Beauty Consultants from out-of-town units into their own units and treat them as if they were their own, even though they don't receive a commission from their production.

### **The History of the Adoptee Program**

Mary Kay created the “no territories” policy because she once experienced a time in her previous career when she had to forfeit her clientele and the business she'd built to that point when she moved to a different state. She felt this was so unfair that when she started Mary Kay Cosmetics, she incorporated the “no territories” policy and

adoptee system into the business so this wouldn't happen to anyone associated with her Company. She knew the only way such a system would work was if every Independent Sales Director would cooperate with every other Independent Sales Director. They did, and today the adoptee program is one of the most unique aspects of the Mary Kay opportunity.

### **The Only Way to Keep “No Territories”**

The adoptee program doesn't work unless all Independent Sales Directors are willing to participate in it. Mary Kay herself once said,

*Occasionally I hear reports of an Independent Sales Director not accepting adoptees, and this greatly distresses me. . . . The only way we can keep our “no territory” policy is if every Independent Sales Director upholds the Go-Give® spirit, welcoming Independent Beauty Consultants from other units very much like a family who adopts a child, showing no difference between the adoptive child and their own children.*

Every Independent Sales Director benefits from the adoptee program. In fact, those who are active in the program say that adoptees often are more cooperative, responsive, enthusiastic and appreciative than their own unit members. Many times an adoptee's success will inspire your own unit members to succeed.

Even if you don't presently have an Independent Beauty Consultant who's been adopted by another Independent Sales Director, keep in mind that one day you may need this program.

### **Suggestions for the Commissioned Independent Sales Director**

As the Independent Sales Director who receives the commissions from the out-of-town Independent Beauty Consultant in your unit, you hold the bulk of the responsibility in the relationship between yourself, the Independent Beauty Consultant and the Independent Beauty Consultant's adoptive Independent Sales Director. Here are some suggestions to help make the adoptee program work for you and out-of-town Independent Beauty Consultants:

- Locate an Independent Sales Director in the new Independent Beauty Consultant's area. If you do not personally know an Independent Sales Director who lives near the

Independent Beauty Consultant, you can locate one by contacting Sales Force Support at the Mary Kay Cosmetics Ltd. office. You'll need to know the Independent Beauty Consultant's postal code.

- Personally contact the adoptive Independent Sales Director to arrange for the adoptee to visit her unit meetings. If you reach her voicemail, you may want to ask her to call you back collect as a courtesy. When you do reach her, you might share any personal information that you feel will help her become better acquainted with the adoptee.
- Agree on all costs ahead of time. Decide whether the adoptee will participate in your unit promotions or those of her adoptive Independent Sales Director. The adoptee might want to participate in the weekly and monthly promotions of her adoptive unit so she can receive recognition in front of her peers and participate in your yearlong promotion in order to receive recognition in front of her unit at Seminar. Whatever is decided, just remember that, as the commissioned Independent Sales Director, you are responsible for the cost of any prizes the adoptee earns. You'll want to agree with the adoptive Independent Sales Director on these costs at the very beginning and pay those expenses promptly. You may even want to pay some money in advance. This lets the adoptive Independent Sales Director know that you are committed to handling your responsibilities.

You might want to encourage the adoptee to visit two or three different meetings before choosing a home unit. This gives her an opportunity to find one she's comfortable with. Once she's chosen a meeting, you might want to recommend that she not hop from meeting to meeting.

- Include the adoptee in your activities. Send her your monthly newsletter, educational materials and any other communications to let her know she's an integral part of your unit family.
- Communicate regularly with the adoptee. She'll benefit from regular communication that builds rapport and helps her with any challenges. It can be done by phone, mail or e-mail. Also let her know that you would appreciate her communicating with you, too.

- Stay in touch with the adoptive Independent Sales Director. Call her regularly to ask about the adoptee. Maybe she has observed some areas in which you can help.
- Show your appreciation. Let the adoptive Independent Sales Director know how much you appreciate her efforts for guiding the adoptee. Send her a copy of your newsletter. You might want to send her a birthday card and a card during the holidays or other similar efforts.
- Let the adoptive Independent Sales Director know when you are planning to visit the adoptee. Offer to assist with a guest event or a special meeting. By helping the adoptive Independent Sales Director build her unit, you'll be exemplifying the true Go-Give® spirit and promoting the adoptee program.
- Welcome adoptees into your own unit. When other Independent Sales Directors contact you, reciprocate the favour by warmly welcoming adoptees into your unit.

### Suggestions on How to Be a Good Adoptee

As the commissioned Independent Sales Director, you might want to educate out-of-town Independent Beauty Consultants in your unit on how to be good adoptees. Here are some suggestions:

- Be a dependable and loyal unit member. Stress the importance of attending unit functions regularly, being on time and not hopping from meeting to meeting.
- Be patient. It may take several weeks before an adoptee feels comfortable with the group.
- Follow the guidelines. Encourage adoptees to follow the guidelines established by the adoptive Independent Sales Director for such things as attire, bringing guests, etc.
- Learn how to introduce herself at her adoptive meetings and other unit functions. For instance,

*I'm Susan White. My Independent Sales Director is Judy Martin from Barrie, Ontario, and I'm pleased to be a part of the Phyllis Jones Unit.*

- Be helpful. Suggest to adoptees that they volunteer to help at the unit meetings by assisting at the registration table, greeting guests, mentoring other adoptees, setting up before the unit meeting or cleaning up afterward. It's a great way for them to build leadership skills and to meet new people.
- Apprise her adoptive Independent Sales Director of her progress. The adoptive Independent Sales Director receives no unit reports from the Company concerning your adoptee's accomplishments. Your adopted unit member may want to give her adoptive Independent Sales Director a copy of her *Weekly Accomplishment Sheet* and inform her when she achieves certain milestones.
- Count her blessings. Adoptees are fortunate to have the opportunity to benefit from the wisdom and support of two Independent Sales Directors.

### Suggestions for Creating an Adoptee Invoice

An adoptee invoice can easily be made from a sales ticket like the one available to you for purchase through the Company. Here's how:

- Print adoptee's name on the Independent Beauty Consultant's Name line of the sales slip.
- List the dates and the prizes that were presented.
- Ask the adoptee to verify she received the prizes by having her sign the sales slip **before** you list the cost of the prizes.
- List the cost of each prize, and mail a copy to the commissioned Independent Sales Director.

- Talk to you first if things don't work out. You can help her find another unit meeting in her area. If an adoptee chooses to find another home meeting, you'll want to encourage her to inform the adoptive Independent Sales Director of her decision to move to another unit so she doesn't worry about her.

### Suggestions for the Adoptive Independent Sales Director

If you are the Independent Sales Director who's adopting an Independent Beauty Consultant, here are some ideas of what you can do to make this process run smoothly.

- Make arrangements with the commissioned Independent Sales Director and not the adoptee. Some of the arrangements you might want to make before the Independent Beauty Consultant ever gets involved are the cost of your prizes; the method and how often you will bill her for your expenses; the time, place and any cost of your meetings; and the type of help that you will provide the adoptee.
- Bill the commissioned Independent Sales Director on a regular basis. If the adoptee participates in your unit promotions, it is your responsibility to keep track of expenses and send an invoice

to her Independent Sales Director on a regular basis. If the commissioned Independent Sales Director does not pay promptly, discuss it with her and not the adoptee. Remember that the support you receive from your adoptees far outweighs the cost of a few ribbons.

- Send the commissioned Independent Sales Director a copy of your welcome packet and newsletters. This keeps her informed of the unit promotions and contests that the adoptee might be participating in.
- Provide promotions and contests that will work for everyone in your unit. If you're planning on awarding an expensive prize, you'll want to discuss this with the commissioned Independent Sales Director first as a common courtesy. If it's too expensive, the commissioned Independent Sales Director may choose not to participate in the promotion and offer another prize that's more in line with her budget.
- Don't try to take the place of an adoptee's Independent Sales Director. Build up the adoptee's Independent Sales Director with praise and positive statements. If problems arise between you and the commissioned Independent Sales Director, don't discuss them with the adoptee. You may want to talk them over with your Independent Senior Sales Director, your Independent National Sales Director or with a member of the Sales Development team at the Company.

### Ways You Can Make Adoptees Feel Welcome

How do you make adoptees feel welcome? Here are some suggestions.

- Hold a welcoming ceremony.
- Inform the adoptee of the times and dates of your unit meeting as well as any educational classes or guest events that she might benefit from attending.
- Let an adoptee know ahead of time of any guidelines that you would like her to follow as a member of your unit.
- Find out some personal information about a new adoptee from her Independent Sales Director so you can greet her with a personal fact and better introduce her to the unit.
- Assign another adoptee or an Independent Senior Beauty Consultant or Star Recruiter from your unit to act as a "big sister" until she feels like she is a part of the unit.

- Don't refer to her as an "adoptee" as it may make her feel alienated from the rest of the unit.
- Ask the adoptee to help out at your meetings so she'll feel like a part of the unit.
- Let the adoptee know that you are available for her if she has a question or a challenge, and she's unable to reach her Independent Sales Director.
- Recognize an adoptee for her accomplishments at your unit meetings.
- Never criticize the adoptee's Independent Sales Director in front of her, your unit or your sister Independent Sales Directors.

### The Go-Give® Spirit

The idea of the Go-Give® Award, the highest honour in Mary Kay, was inspired by one of the Company's most memorable Independent National Sales Directors, Sue Z. Vickers. At Seminar 1971, Sue Z. was honoured for her selflessness and

generosity, earning the Mary Kay Image Award, later renamed the Go-Give® Award.

The Go-Give® program was officially established in the United States in June 1973, with the first award presented to Esther Beeman. At that time, one Independent Sales Director per month was recognized for her warmth, caring, loving and giving attitude.

The first annual Go-Give® Award was presented in Dallas at Seminar 1978 to Luci Kuhlemeier-Reifschneider as a memorial to Sue Z. Vickers, whose tragic and untimely death at the age of 37 occurred earlier that year. Sue Z.'s example of giving unselfishly lives on today through the Independent Sales Director who is recognized with the annual Sue Z. Vickers Memorial Go-Give® Award. The winner is announced during a heartfelt ceremony at Seminar, in which the honouree receives a crystal trophy and diamond Go-Give® pin.

**“The Company has been built on the Go-Give® spirit. If you will give of yourself without thought of financial gain, then financial gain will come. Give. Give enthusiastically. Give willingly. And be willing to give beyond that for which you are being paid, and watch the returns come in.”**

– Mary Kay Ash

### **Nominating an Independent Sales Director**

If you know of a sister Independent Sales Director who exemplifies the Go-Give® spirit, displaying selfless activity and helpfulness without expecting anything in return, then why not nominate her? Here are the guidelines:

1. You may submit a maximum of one nomination per calendar quarter.
2. The reason for nominating an Independent Sales Director must be associated with a personal experience you've had with that Independent Sales Director which has had a positive impact on you and your Mary Kay business.
3. Special consideration is given to an Independent Sales Director involved in the adoptee program who has gone above and beyond the call of duty in assisting her adopted unit members.
4. To nominate an Independent Sales Director, fill out an Independent Sales Director nomination form and submit it to the Company. Nomination forms are available on the Mary Kay® Online Community.
5. A special committee at the Company reviews the nominations and determines the quarterly winner. At the end of the year, Independent Sales Directors vote from among the four quarterly winners, the committee review the results and again determines the annual Go-Give® Award winner.

### **Unit Go-Give® Award**

Mary Kay always encouraged Independent Sales Directors to have a unit Go-Give® program as a way to keep the Go-Give® spirit alive. You may even want to nominate an annual Go-Give® Award winner at the end of the Seminar year.

What do you look for in a unit Go-Give® Award winner? Someone who:

- Treats everyone fairly
- Has a positive attitude
- Volunteers to help another Independent Beauty Consultant without being asked

- Applies the Golden Rule when encountering a prospective customer or team member who already has an Independent Beauty Consultant
- Consistently attends and helps at unit meetings
- Encourages and praises other Independent Beauty Consultants
- Helps to make adoptees and new unit members feel at home
- Is committed to her Mary Kay business and uses it to be a positive influence

There are many ways to keep the Go-Give® spirit alive in your unit. Perhaps you could do the following:

- Promote the Go-Give® spirit in your weekly meetings by recognizing the Go-Give® actions of your unit members.
- Encourage Independent Beauty Consultants to officially recognize the Go-Give® spirit of other unit members by submitting unit nomination forms to you, which can be turned in at each unit meeting.
- Choose a Go-Give® Award winner on a quarterly basis.
- Hold a Go-Give® Award ceremony during your unit meeting and promote it ahead of time in your newsletter and weekly unit announcements.
- At the ceremony, the previous Go-Give® Award winner could award the new winner the beautiful gold-tone Go-Give® pin, which is available on the Independent Sales Director order sheet. One or more of the Independent Beauty Consultants who nominated her can stand and say a few words about her Go-Give® spirit.
- Feature your Go-Give® Award winner in your newsletter.
- If you recognize an annual Go-Give® Award winner, you may want to present her with a special gift at your annual awards night.

## Code of Ethics

Recognizing that one of the founding principles upon which Mary Kay established the Company was the concept of the Golden Rule, “Do unto others as you would have them do unto you,” I, as an Independent Sales Director, wish to incorporate this philosophy into my own business and, therefore, pledge that:

- I shall at all times conduct myself with dignity – in speech, behaviour and dress – in order that I may uphold and project the Mary Kay image.
- I will act as an ambassador of goodwill to Independent Beauty Consultants.
- I will be the essence of dependability – honouring all commitments and promises that I make.
- I shall constantly respect and practice punctuality, believing that being late constitutes thievery of another person’s most precious possession – time!
- As an Independent Sales Director, I will not let my dignity be shattered by losing my temper.
- I will never let greed or pettiness influence me to do wrong.
- I will be careful never to try to recruit the Independent Beauty Consultants of another Independent Sales Director.
- I promise that I will always uphold and support my fellow Independent Sales Directors, never ridiculing or defiling the character of another Independent Sales Director.
- As an Independent Sales Director, I will be in a continuous program of learning and sharing that knowledge with my sister Independent Sales Directors.
- I will practice and teach the Independent Beauty Consultants in my unit that the Independent Sales Director or Independent Beauty Consultant who actually spends time with a prospect at a skin care class or individual team-building appointment resulting in the Independent Beauty Consultant Agreement being signed and submitted to the Company will receive recruiter credit.
- I will do everything in my power to support the adoptee program by accepting adoptees into my unit and giving love and support to out-of-town Independent Beauty Consultants adopted by another Independent Sales Director.

## Six Important Things to Consider

1. Set a good example for your unit members by adopting the principles and philosophies established by Mary Kay and teaching them to your unit members.
2. You'll want to always look your best and conduct yourself in a manner representing your status as an Independent Sales Director.
3. Keep the "no territories" policy alive and well by welcoming adoptees into your unit and treating them as if they were your own.
4. If you are the commissioned Independent Sales Director, be sure to pay adoptee expenses promptly.
5. Teach your unit members how to be good adoptees.
6. Promote the Go-Give® spirit in your unit by awarding a unit Go-Give® Award.

# Planning Your Unit Debut

Chapter 2

## Planning Your Unit Debut

This chapter will focus on:

- The purposes of an Independent Sales Director debut
- Helpful suggestions for planning a successful and inexpensive debut
- A suggested debut agenda

“I recommend that the debut ceremony be featured as part of a regular Mary Kay function, like a unit meeting or an educational workshop. Experience has shown that a simple celebration makes a far more valuable contribution to the success of the new Independent Sales Director and her unit than an elaborate and expensive dress-up affair.”

– Mary Kay Ash

The debut ceremony has become an exciting tradition for new Independent Sales Directors. It allows them the opportunity to celebrate an outstanding achievement and to kick off their new status with flair. It's their moment to shine. If you're a brand new Independent Sales Director, do you think a debut ceremony is something you're interested in doing? If so, you probably have lots of ideas about what your debut ceremony might look like and may already be thinking about what your objectives might be. If you need additional ideas, here are a few examples of objectives that have worked for others:

- Celebrate the accomplishment of a major goal.
- Recognize all charter unit members for their contributions toward achieving the goal.
- Build team spirit and establish a bond between you and your unit members.
- Let your debut serve as a guest event to help build the new unit, which is perhaps the most important purpose of all.

Mary Kay herself suggested that before you get too caught up in all the details of planning your debut, you keep one thing in mind: *Keep It Simple, Sweetie*. She cautioned against an elaborate affair because of the potential cost and the time it takes you away from building your new business.

### Tips on Keeping It Simple, Sweetie (K.I.S.S.)

The following are ideas on how to keep it simple. Think about whether any of these ideas would be right for you.

- Hold your debut ceremony shortly after you debut. If you wait too long, you're likely to spend more valuable time planning the event than building your unit and your business.
- Invite your unit members and other local Independent Sales Directors to participate in the planning process. They will likely feel honoured to participate in your special day.
- You may want to make your debut part of a special unit meeting event and hold it on the same day in the same location as your unit meeting.
- How long do you want your debut to last? Many suggest that about 1½ hours seems to be an ideal amount of time.
- You may want to create your invitations on your computer in the form of a flyer and hand them out to your unit members and sister Independent Sales Directors, mailing the invitations to those who are out of town.
- Consider whether you want to serve food, coffee or have elaborate decorations and whether the cost is necessary to have a successful debut.
- You may want to hand out a program at your debut, which would include the agenda for the ceremony and the person in charge of each segment. You might list the charter members of your unit, what your unit symbol is and what it represents, and any special thanks you'd like to offer to those who helped make this special day possible.
- Do you want to charge Independent Beauty Consultants a modest registration fee to help defray the cost?
- Consider having a place where Independent Beauty Consultants can pay their registration fees and another place where guests can fill out a name tag and a guest profile sheet.
- Have greeters by the registration desk to welcome guests, give directions and answer questions.

- Decide if you want a head table. Some suggestions on who might sit at that table are:

You and your spouse (if applicable), your Independent Senior Sales Director and the guest speaker

Members of your new unit who are Star Recruiters and above

The Number One Independent Beauty Consultant in sales and team building in your unit as well as your unit Go-Give® Award winner.

- To get the maximum team-building results from your debut, you might want to give your unit members tips ahead of time on how to treat their guests before, during and after the debut.



Suggestions on how to treat guests can be found beginning on Page 122.

- You'll want to be sure to have enough Independent Beauty Consultant Agreements on hand and invite your sister Independent Sales Directors to help you follow up with guests, as you will probably be too busy immediately following the ceremony to do it yourself.

### Suggested Agenda for a Debut

You've probably attended several debut ceremonies in the past and already have an idea about the agenda you'd like to use for your debut. If you're looking for some additional ideas, here are some offered by other Independent Sales Directors that you might find helpful:

#### **Welcome**

The Independent Senior Sales Director or a sister Independent Sales Director, who serves as the master of ceremonies for the event until the oath is taken, welcomes everyone and explains the event's purpose.

*Welcome. We're so happy to have you with us this evening. We're here to honour Sally Smith tonight as she debuts as a new Mary Kay Independent Sales Director along with the women who made it all possible, her new unit members. As we go through the evening, I hope you'll have a better understanding of what an accomplishment this is for Sally, progressing up the career path from Independent Beauty Consultant to Independent Sales Director.*

### **Introduction of Independent Sales Directors**

All Independent Sales Directors come to the front of the room to introduce themselves, tell the number of years they have been building their Mary Kay businesses, what they did before Mary Kay and what they like most about the Mary Kay opportunity. They may also offer a few words of wisdom or congratulations to the debuting Independent Sales Director, if time permits.

### **The Oaths**

There is a long-standing tradition at debut ceremonies to administer an oath to the new Independent Sales Director, to the first-time Independent Senior Sales Director and even to the spouse of the debuting Independent Sales Director. If this is something you would like to include, you might want to use the following oaths:

#### **New Independent Sales Director Oath**

Believing that the Company is built on the concept of the Golden Rule,  
I solemnly pledge to uphold and project the Mary Kay image.  
I will always conduct myself with dignity.  
I will be the essence of dependability,  
Honouring all the commitments that I make.  
I will uphold and support my sister Independent Sales Directors  
In the daily practice of the Golden Rule,  
To do unto others as I would have them do unto me.  
I will always strive for a positive attitude, a clean spirit and a warm heart,  
Setting the example for others to follow,  
And dedicating myself to perpetuating the true Mary Kay Go-Give® spirit  
And enriching women's lives.<sup>SM</sup>  
This I pledge as a Mary Kay Independent Sales Director.

### **Spouse Oath**

As the spouse of a Mary Kay Independent Sales Director,  
Recognizing the commitment made by my spouse  
To reach this position of leadership,  
I solemnly pledge that I will do my utmost  
To support, encourage and love my spouse in every way  
As she continues to develop her business,  
Realizing that only as we share our lives completely  
Can she reach the full potential of her God-given existence.  
I will never belittle her efforts  
Or leave her to struggle alone against adversity  
That may from time to time appear.  
I, too, will uphold and protect the Golden Rule,  
Project a positive attitude to all I meet  
And share each and every step my spouse takes  
On the road to success.

### **Independent Senior Sales Director Oath**

Truly believing in the Mary Kay Go-Give® spirit,  
I solemnly pledge that I will do my utmost  
To inspire, enthuse and assist my offspring Independent Sales Director  
In every possible way.  
Realizing that my offspring are only a reflection of me,  
I will do everything in my power  
To help my offspring Independent Sales Director build a successful unit.  
I will, to the best of my ability,  
Fulfil the responsibility of an Independent Senior Sales Director,  
Striving always to uphold and practice  
The Mary Kay Go-Give® spirit and the Golden Rule.

### Presentation of Roses

Another Mary Kay tradition is to have the Independent Senior Sales Director present the new offspring with a dozen pink silk or real roses, accompanied by the following poem.

You know, the pink rose has become particularly significant in the Company.  
I would like to share with you this beautiful poem:

Like the covenant of the rainbow

The rose has become the symbol of faith, love and caring humanity.

For a moment, let us examine this perfect rose.

Its **colour** represents the positive quality of the giver.

Its **velvety texture** represents the quality of the receiver.

The **green leaves** represent the growth of personal inner potential.

The **thorns** represent the challenges and obstacles to overcome.

The **stem** represents the strength to remain constant in the pursuit of our high ideals.

The **scent** – why, of course – it's the sweet scent of success whenever we achieve our heart's desires.

### I-story

If he feels comfortable, the spouse says a few words. Afterward and from this point on, the new Independent Sales Director assumes the master of ceremonies role by first relating her I-story, which may include an introduction of her family and any special guests.

### Introduce Charter Unit Members

The debuting Independent Sales Director introduces each unit member and recognizes her for her individual contribution to the unit. The new Independent Sales Director may give special gifts, such as a pin that represents the new unit or a rose, as each unit member is introduced. Unit members usually do not speak.

### Essentials of an I-story

- Tell what you did before you started your Mary Kay business.
- Explain why you decided to become an Independent Beauty Consultant.
- Describe how your life has changed since then and what you like best about your business.
- Try to appeal to all personality types.

### Announcements

The debuting Independent Sales Director makes any special announcement, such as the unit name, the unit symbol, song or cheer and any unit goals.

### Present the Marketing Plan

The new Independent Sales Director introduces the guest speaker who presents the marketing plan. Standing recognition of all Star Recruiters, Team Leaders, Grand Achievers, Future Independent Sales Directors and Independent Sales Directors in Qualification (DIQ) in the audience can be woven into this presentation. Designate a special area for guests to gather following the ceremony if they want to learn more about the Mary Kay opportunity or are ready to become an Independent Beauty Consultant.

### Close

Close with an inspirational message and a challenge to the unit members. The close could be a traditional Candlelight Ceremony featuring either the members of the new unit or all of the Independent Sales Directors.

### Optional

Serve light refreshments, like punch and cookies, if desired. Other Independent Sales Directors follow up with guests at this time.

## Six Important Things to Consider

1. Hold your debut ceremony soon after your debut.
2. Keep your debut ceremony simple so that planning for it won't distract you from the real business at hand, which is building your new unit.
3. Keep costs to a minimum.
4. Consider charging Independent Beauty Consultants a modest registration fee to help cover your expenses.
5. Remember that in addition to celebrating the accomplishment of your goal, your debut ceremony is also the perfect time to present the marketing plan.
6. Ask your unit members and sister Independent Sales Directors for assistance.



# Your First Few Months as an Independent Sales Director

Chapter 3

## Your First Few Months as an Independent Sales Director

This chapter will focus on:

- Avoiding “Sales Directoritis”
- What your focus might be during these first few months
- Suggestions for scheduling your time as a new Independent Sales Director

“Remember, if you do the things you ought to do when you ought to do them, then someday you can do the things you want to do when you want to do them — like being an Independent National Sales Director.”

– Mary Kay Ash

Many experienced Independent Sales Directors and Independent National Sales Directors will probably agree that this chapter may be the most important chapter in this guide if you’re a brand-new Independent Sales Director. Why? Because how you choose to spend your time these first few months may help determine your future success.

If you choose to spend your time “acting” like an Independent Sales Director — traditionally called “Sales Directoritis” — you will more than likely lose the momentum you’ve been building over the past few months. Production may drop, your unit could dwindle, and you may be left wondering why you wanted to be an Independent Sales Director in the first place!

If you choose to teach your unit members how to book, sell and share the opportunity by setting an example for them and taking them with you to your own selling and team-building appointments, not only will they learn from the best Independent Beauty Consultant in your unit — YOU — you will also be building a strong foundation that could be the springboard for a very successful future.

## Full-Time Independent Beauty Consultant, Part-Time Independent Sales Director

If your unit members are providing prospects for team building, great! If not, then it's up to you. After all, you're probably the best team builder in your unit. A good rule of thumb is to always have 30 personal team members in your unit at all times. This is the “unit-within-a-unit” concept.

You probably already know from experience that your best prospects can be found at selling appointments. Selling and team building, they go hand in hand – sound familiar? That's why Mary Kay recommended that until you have 50 unit members, you should continue to work full time as an Independent Beauty Consultant and only part time as an Independent Sales Director. What does that mean? Until your unit is large enough to require the majority of your attention, you might consider keeping your personal business your top priority. That would include weekly selling appointments, personal team-building appointments and bringing guests to your own unit meeting. Your unit will learn from your example!

Knowing that your success is in direct proportion to the amount of time you invest in your business, you might consider the following formula:

**Spend 80% of your time as an Independent Beauty Consultant.**

**Spend 20% of your time as an Independent Sales Director.**

### Six Most Important Things

According to several successful Independent Sales Directors, the Six Most Important Things you should focus on each week as a new Independent Sales Director are:

1. Personal team building
2. Personal selling appointments
3. Working with new Independent Beauty Consultants
4. Working with key unit members
5. Unit meeting
6. Unit newsletter

## A Formula That Works

This is a formula that worked for U.S. Independent Executive National Sales Director Nan Stroud when she was an Independent Sales Director. Why not take a few minutes to decide how many hours per week you might want to devote to each activity?

Activity	Percentage of Time Spent Per Week	Number of Hours You'd Like to Spend Per Week
<b>Selling Appointments</b> Selling appointments generate money and prospective unit members. Consider holding a minimum of three selling appointments per week.	25%	
<b>Unit Meeting</b> This would include preparation time.	10%	
<b>New Independent Beauty Consultant Orientation and/or Specialized Education</b> This would include preparation time. This time may vary from week to week, depending on how you conduct your orientation or specialized education.	9%	
<b>Personal Power Hour on the Phone</b> Work proactively on booking, coaching and working with NEW people.	10%	
<b>Personal Business</b> Customer service calls, personal team-building appointments and following up with personal team-building prospects.	15%	
<b>Unit Team-Building Appointments</b>	10%	
<b>Follow-Up With Unit Guests and Working With Independent Beauty Consultants</b> If you have no unit guests, spend more time on personal team building. A Gold Medal three months in a row could change everything.	10%	
<b>Office and Paperwork</b> This includes writing notes and email. All other paperwork should be delegated.	10%	
<b>Planning Your Next Week</b>	1%	
<b>Total</b>	100%	

## Plan Your Work and Work Your Plan

### Activity

Why not take a few minutes to fill out a *Weekly Plan Sheet* using the suggested formula as a guide? Don't forget to include your family time, spiritual time and personal time, as well as your Mary Kay time, both income-producing and non-income-producing activities.



Some Independent Sales Directors actually colour code their schedules with coloured markers or highlighters so that, at a glance, they can quickly tell if they are using their time wisely. For instance, use the following highlighters to designate certain activities:

**PINK** = non-income-producing Mary Kay activities (newsletters, planning unit meeting, etc.)

**GREEN** = income-producing activities (selling appointments, personal team-building appointments, etc.)

**YELLOW** = spiritual and personal time (church, daily devotions, exercise, etc.)

**BLUE** = family time (date night, etc.)

After completing your *Weekly Plan Sheet*, step back and take a look at the whole picture. Are there too few income-producing “green” activities scheduled and too many “pink” activities? Are you spending too many hours working your business or too few hours? It's important to find a balance. This is an effective tool to help keep you on track.

## Tips for Transitioning to a Full-Time Mary Kay Business

Many new Independent Sales Directors work full-time jobs in addition to running a Mary Kay business. If your goal is to devote your energies full time to your Mary Kay business, here are some suggestions offered by U.S. Independent Elite Executive Senior Sales Director Deanna Spillman that might help make the transition easier:

- Make the transition as quickly as possible. Working a full-time job and being an Independent Sales Director is tiring, and it may not sell the dream very well to your unit members when they see you work so hard.
- Give yourself a deadline and hold yourself to it. Figure out how much money you'll need to make the transition and break it down into monthly goals. Then take advantage of all the avenues of income available to you as an Independent Sales Director.

### IPAs for Independent Sales Directors

IPAs are income-producing activities that may help you make money. They would be outlined in green on your *Weekly Plan Sheet*. You might want to focus on these consistently so you can build a strong, productive unit.

- \$ Personal team-building appointments
- \$ Team-building appointments for your unit
- \$ Bringing personal guests to unit meetings and guest events
- \$ Following up with guests
- \$ Communicating with your unit members
- \$ Holding selling appointments
- \$ Reorders
- \$ Making new contacts, including names and phone numbers

- Don't become dependent on both incomes. Live off the income from your full-time job and use your entire Mary Kay commission cheque to pay off any debts. Once you've paid off your debts, start saving your commission cheques until you have enough money to live on for a while after you quit your job.
- Make the most of the time you spend on your Mary Kay business. For instance, hold New Independent Beauty Consultant Orientation an hour before your unit meeting and a Pacesetter class following your meeting. Hold classes instead of facials, and book multiple hostesses and take new Independent Beauty Consultants with you as part of their orientation process. Be sure to book and team build from your selling appointments.
- Concentrate on team building and sales. Your sales alone probably won't replace the paycheck you receive from your full-time job. Team-building commissions coupled with your sales may help you match your current paycheck.
- Don't conduct your Mary Kay business while at your other job. It's not fair to your employer. Book appointments, make contacts and call Independent Beauty Consultants during your lunch hour or personal time.
- Get up early and spend an hour before you leave for work making phone calls to Independent Beauty Consultants or doing your paperwork.
- Build belief in the potential of the Mary Kay opportunity and the marketing plan. Trusting in both will help you step out on faith.

- Realize that there probably won't be much balance during the transition period. If things have to slide, make sure they're not your income-producing activities or your people time.
- Keep reminding yourself that this transition is a short-term sacrifice for a long-term benefit!

## Checklist for New Independent Sales Directors

As an Independent Sales Director, you are a role model within the independent sales force. If you are a new Independent Sales Director, you're probably thinking to yourself, "How can I lead others? I don't even know where *I'm* going yet!" Hopefully, by the end of this chapter, you'll know where to start – and that's at the beginning.

### Activity

Here is a suggested checklist compiled from suggestions received from other successful Independent Sales Directors that might help you ease into your new role as an Independent Sales Director. It includes a nice balance of both income-producing and non-income-producing activities. Why not go through the list and check which tasks you've already completed?



### Suggested Tasks to Accomplish During Your Mary Kay

#### Income-Producing (Green) Time

These tasks are aimed at bringing in both money and new team members, and you might consider making them your main priority.

**Establish a new goal and work toward it every day.**

The Company-sponsored programs for new Independent Sales Directors are great first goals to establish.

**Conduct a minimum of 12 selling appointments per month.**

**Conduct a minimum of 12 personal team-building appointments per month.**

To help you in meeting the minimum number of selling and team-building appointments, you'll want to concentrate on 3+3+3: Book 3 skin care classes, schedule 3 team-building appointments and achieve \$300 in new sales weekly.

### Suggested Tasks to Accomplish During Your Mary Kay

#### Non-Income-Producing (Pink) Time

You may not want these tasks to take precedence over income-producing activities. These can be accomplished over a period of several weeks. And they don't necessarily need to be done by you! Consider inviting others to help you.

**Plan your debut ceremony.**

If you're planning to hold a unit debut, you'll want to set your date and send your invitations so that your guests will have plenty of advance notice.

\_\_\_ **Order an Independent Sales Director suit.**

New Independent Sales Directors receive a 50% reimbursement on their suit just by debuting in the current new Independent Sales Director debut promotion (i.e. *Class of 2008*). An additional 25% reimbursement can be earned by achieving *On the Write Track* and another 25% for achieving the *Fabulous 50s* club.

\_\_\_ **Send a newsletter to the members of your new unit.**

You might want to share the good news of your debut in a simple one- or two-page newsletter. If so, it doesn't have to be complicated. You might just list the names of unit members and a little bit about each one (family, children, work, etc.). You'll want to mail it soon after the Company officially notifies you that you are an Independent Sales Director and ***include your unit number so that your unit members can start using that number on product orders. This will help ensure production is credited to your new unit.***

\_\_\_ **Make sure everything reflects your new title.**

This would include ordering new business cards, stationery and name tag, as well as changing your voicemail message.

\_\_\_ **Plan your first unit meeting.**

Decide whether you want to start holding your own meetings immediately or continue to meet with your Independent Senior Sales Director, your adoptive Independent Sales Director or another established unit. If you plan on holding your own unit meetings, choose a place to meet.

\_\_\_ **Plan your New Independent Beauty Consultant Orientation.**

If you're going to start holding New Independent Beauty Consultant Orientation, you'll want to create an agenda for your class or classes.

\_\_\_ **Register for New Independent Sales Director Education.**

This educational, motivational and inspirational event is a tradition in Mary Kay, something you won't want to miss.

\_\_\_ **Order basic prizes for unit promotions.**

Items like the *Perfect Start* or *Power Start* pins and ribbons might be helpful to have on hand when you start holding unit meetings. A variety of items are available on the Independent Sales Director Order Sheet. Remember, you don't want to go overboard on prizes. Keep it simple.

## Six Important Things to Consider

1. The best way to lead your unit as an Independent Sales Director is by example.  
as this can not only bring you additional income, but also potential new team members.
2. Think about making it your goal to have at least 30 personal team members in your unit at all times.
3. Continue working your personal business each week using 3+3+3 (3 selling appointments, 3 personal team-building appointments and at least \$300 in new sales),
4. Mary Kay always said you shouldn't stop to take a breath until you reach 50 unit members.
5. You might make it your goal to achieve the Company-sponsored programs for new Independent Sales Directors.
6. Avoid "Sales Directoritis."



# Everything You Wanted to Know About Money ...

Chapter 4

## Everything You Wanted to Know About Money ...

This chapter will focus on:

- The typical expenses of an Independent Sales Director and how you might cut down on those expenses
- The avenues of income and ways you can make the most of them
- Ways you might project and affect your monthly unit wholesale production

“From birth to 14,  
a woman needs good  
parents and good health.

From 14 to 40,  
she needs good looks.

From 40 to 60,  
she needs personality.

From 60 on,  
she needs cash!”

– A Favourite Quote of  
Mary Kay Ash

**M**any businesses often fail for financial reasons. As an Independent Sales Director, you may have a lot of questions about money. This chapter provides helpful tips passed along by others to help make your business a great financial success.

As an Independent Sales Director, you are the treasurer of your own company, and as treasurer, you're responsible for controlling your expenses and maximizing your income. To be a good steward in this area, you'll want to make sure you have more money coming in than money going out at the end of each month.

### Typical Expenses of an Independent Sales Director

It usually takes more money to run an Independent Sales Director business than it does an Independent Beauty Consultant business. You may want to be cautious, however. Some expenses may be helpful to you, but very few of them are necessities in

order to run a successful business. Before you spend money, you might first ask yourself this question:

*What return can I expect on this investment in terms of time saved and income produced?*

If the expense saves you time and/or helps increase your income in the long run, then consider spending the money. If it does neither, then consider delaying the expense until your business becomes more profitable.

Here are some typical expenses you might expect as an Independent Sales Director:

- **New Independent Sales Director Education**

This is a one-time-only expense for new Independent Sales Directors who wish to learn the basic skills of being an Independent Sales Director from some of the most successful Independent Sales Directors and Independent National Sales Directors in the business. You pay for your own transportation to Dallas as well as the cost of the hotel.

- **Independent Sales Director suit**

For some Independent Sales Directors it's all about the suit. There is often great excitement when the new Independent Sales Director suit is introduced each year. Many Independent Sales Directors who purchase the new suit each year find it helpful to plan for the expense by saving 1/12 of the cost each month, instead of paying for it in one lump sum.

- **Special events**

This would include any expected travel expenses, lodging and registration fees for such events as Leadership Conference, Seminar, Career Conference or any additional workshops or retreats. It might be beneficial to save money each month to help you cover the expenses of any events you may choose to attend.

- **Unit meeting room rental**

If you choose to hold unit meetings at a site where a rental fee will be charged, you may want to factor those fees into your budget. For ideas on how you might keep this expense down, turn to Chapter 6.

- **Additional phone line**

Many Independent Sales Directors invest in two phone lines for several reasons. Two lines will help you keep your personal calls separate from your business calls; you'll be able to access the Internet through your computer without tying up the only phone line; and you'll be able to use one line for outgoing calls and the other one for incoming calls.

If you have a lot of out-of-town unit members, you may consider investing in a toll-free phone line as well. This allows them to call you free of charge, which may encourage more communication and, therefore, more productivity.

- **Increased long-distance phone charges**

These charges depend on the number of out-of-town Independent Beauty Consultants in your unit. To cut down on this expense, you might try limiting the length of your calls and knowing exactly what you want to discuss in advance. Be sure to compare long-distance plans to secure the best rate.

- **Cell phone**

If you choose to invest in a cell phone, you'll want to shop around and compare prices and plans to find the one that best suits your needs. With so many plans offering free nationwide long-distance, consider using your cell phone to make your long-distance calls.

- **Office assistant**

You may feel that you can't afford an assistant. Before you discard the idea, remember that sometimes you have to spend money in order to make money. What is your return on investment if, by having a part-time assistant, you increase your productivity and income by having more time to concentrate on income-producing activities? With a small unit, you probably wouldn't need an assistant more than a few hours a week. You can find out more on where to find inexpensive office help in the next chapter.

- **Unit awards and prizes**

When it comes to buying unit prizes and gifts, Mary Kay always said, "Don't give away your shirt!" Think about the cost-saving benefits of utilizing the promotions offered by the Company as much as possible and perfect the art of making those 40-cent ribbons feel like \$100 prizes by the way you lavish recognition on your unit members. Inexpensive ways to recognize Independent Beauty Consultants can be found in Chapter 7.

- **Copying (newsletters, etc.)**

Many Independent Sales Directors find that newsletters are an effective way to communicate with their unit members on a regular basis. If you agree, the cost of copying a newsletter would be another expense to factor into your budget. This is an expense that may increase as your unit size increases. On the bright side, as your unit grows, so should your income. Ideas on how to keep this cost down can be found in Chapter 10.

- **Advertising**

As an Independent Sales Director, you have the exclusive right to advertise in your local phone directory. The price varies depending on the circulation of your directory, your choice of whether you advertise in both the Yellow Pages and the White Pages, and whether you include your name, telephone number, address and Mary Kay® Personal Web Site address. The larger your city, the higher the cost will be. If you decide to advertise in the White Pages, you are required to have a business phone line, which costs more than a residential phone line.

Directory advertising isn't your only option if you want to advertise your services. The Preferred Customer Program and the Mary Kay® Personal Web Site program are both very effective and inexpensive ways to promote your business.

- **Additional postage**

This cost usually varies depending on your unit size. Instead of mailing items to your local unit members, you could write notes, put them in envelopes and hand them out at your unit meeting. And remember, e-mail is also an option.

- **Quarterly estimated taxes**

It's a good idea to consult a tax adviser to determine what tax issues you may have in your business. You'll want to inquire about the need to pay quarterly estimated taxes. If you do have to pay them, you might consider saving a portion of your income each month to help cover this expense.

- **Travel**

Depending on the number of out-of-town Independent Beauty Consultants you have, another expense you might want to plan for is the cost of traveling. You may be able to minimize this expense by planning and organizing your trips well in advance and packing several activities or functions into one trip.

It usually costs more per person to run a smaller unit than it does a larger unit. Some expenses, such as postage, long-distance calls, printing and prizes are **variable** expenses, and they will increase with the size of your unit. But most of your other expenses, such as your meeting room rental, your Independent Sales Director suit and special event costs, are **fixed** expenses and will not increase regardless of your unit size.

- **Lunches, dinners and other entertainment costs**

If you conduct business over lunch or a cup of coffee, you might feel obligated to pick up the tab. That expense can add up quickly! There are several ways you can avoid this. Here are some suggestions:

1. Try not to conduct business over a meal. Meeting over coffee or a soft drink is much less expensive.
2. Set the expectation with your unit members from the very beginning that when you meet for a meal you each pay for your own meal.
3. If you're meeting an Independent Beauty Consultant and her prospect for a team-building appointment over lunch, suggest that each of you pay for your own meal and the Independent Beauty Consultant offer her prospect a special product gift as a thank-you for taking time to listen to the opportunity.
4. Lunchtime may be the only time you can meet with your unit members. It doesn't necessarily mean you have to pick up the tab. You might say something like:

*I will have already eaten, but I would love to tag along with you on your lunch break.*

This not only relieves you of the obligation to pick up the tab, but it also frees you to concentrate more on the Independent Beauty Consultant.

5. If you do conduct business over a meal and you want to pick up the tab, then consider coaching the Independent Beauty Consultant to order something inexpensive by saying something like:

*I want something really light today, perhaps soup or a salad.*

This sets an expectation that hopefully the Independent Beauty Consultant will follow.

- **Additional office equipment**

Expensive equipment such as copiers and fax machines may not be necessary with a small unit.

## Tracking Your Monthly Expenses

Now that you have an idea of some of the typical expenses of an Independent Sales Director, let's look at where your money is actually going each month so you'll know how much income you will need in order to cover those expenses.

### Activity



On the following chart, you'll find two columns. In the first column, there is space for you to write down your current average monthly expenses. Listed are examples of expenses you may incur; however, feel free to modify this chart to match your own situation and expenses. Why not take a minute to review your last few months' expenses and fill in the blanks to get a better idea of where your money's going?

If after looking at your average monthly expenses you feel that you're spending too much money each month, review the previous section in this chapter to see where you might be able to cut expenses. Then establish a new budget for yourself, and write it down in the space available in the second column.

Your Estimated Monthly Expenses		
Expenses	My average monthly expense	My new monthly budget
<b>Independent Sales Director Expenses</b>		
Independent Sales Director suit. Total divided by 12 to achieve a per-monthly cost.		
Special events (registration fee, travel, hotel, food, etc.) Total divided by 12 for a per-month cost.		
Unit meeting room rental		
Internet services		
Phone, including long-distance and cellular		
Office assistant		
Unit awards and prizes		
Copying (newsletter, etc.)		
Advertising (Directory Service, etc.)		
Postage		
Travel expenses to work with out-of-town Independent Beauty Consultants (airfare, hotel, etc.) Total divided by 12 for a per-month cost.		
Auto (gas, insurance, etc.)		
Lunches, dinners, other entertainment		
Office supplies		
Other		
Other		
<b>Total Independent Sales Director Expenses</b>		
<b>Other Business Expenses</b>		
Business loan		
Quarterly taxes Yearly total divided by 12 for a per-month cost.		
Tax adviser		
Other		
Other		
<b>Total Other Business Expenses</b>		
<b>Additional Expenses</b>		
Child care		
Household expenses		
Credit card and/or other debt		
Insurance (medical, life)		
Savings		
Retirement		
Other		
Other		
<b>Total Additional Expenses</b>		
<b>Grand Total</b>		

### **Making the Most of Your Avenues of Income**

As an Independent Sales Director you have more avenues of income available than you did as an Independent Beauty Consultant.

In order to access the most up-to-the-moment compensation information, you can access the *Advance* brochure from the Mary Kay® Online Community.

### **Mary Kay's Formula for Success**

Many years ago, Mary Kay developed what she called her Formula for Success. It applies as much to Independent Beauty Consultants as it does to Independent Sales Directors. The formula is:

*Hold three skin care classes each week.  
Add three new personal team members each month.*

To take Mary Kay's Formula for Success a step further, you might consider 3+3+3: Book 3 skin care classes, schedule 3 team-building appointments and achieve \$300 in new sales each week.

## How to Read Your Unit Reports

Instead of leaving it up to chance, you can project your monthly unit wholesale production. By analyzing your unit reports, you can identify who your sellers and team builders are. Your unit reports are available through *Web Reporting* on the MKOC®.

Active/Inactive Symbols				
Symbol	Month	Order	Actions	Status at Close of Month
<b>A1</b>	Order Month	Minimum \$225 wholesale order	Become active	Active
<b>A2</b>	First Non-ordering Month	None	None	Active
<b>A3</b>	Second Non-ordering Month	None	None	Active
<b>P1</b>	Third Non-ordering Month	None	Must have minimum \$225 Wholesale order in this month to be considered active. If no order is received by month-end, no commission is paid for personal team production*	Probation
<b>P2</b>	Fourth Non-ordering Month	None	No commission paid for personal team production*	Probation
<b>P3</b>	Fifth Non-ordering Month	None	No commission paid for personal team production*	Probation
<b>N1</b>	Sixth Non-ordering Month	None	If minimum \$225 Wholesale order is not received by month-end, personal team members are lost; Name removed from <i>Applause</i> mailing list.	Non-active
<b>N2-N6</b>	Seventh-Eleventh Non-ordering Month	None	Continuation of Non-Active period; no communications received from the Company.	Non-active
<b>N</b>	Twelfth Non-ordering Month	None	If minimum \$225 Wholesale order is not received by month-end, Unit affiliation will be lost; Must submit new Independent Beauty Consultant Agreement and purchase new Starter Kit to become, in effect, a new team member.	Former Independent Beauty Consultant

\*Please refer to the Advance Brochure for full description of commission rules.

## How to Project Your Unit Wholesale Production

Let's look at an easy formula that U.S. Independent Future Executive Senior Sales Director Denise Kucharski uses to help her project her monthly unit wholesale production. Perhaps it's something that might work for you, too. To work this formula, you'll need to know how many Independent Beauty Consultants you have in your unit at the beginning of the month. This information can be found on your unit reports. It doesn't have to be total active Independent Beauty Consultants, but all Independent Beauty Consultants, active, probation and non-active. Once you know the number, then you can follow the formula below.

*This formula is for illustrative purposes only and is not intended to be a representation or guarantee of monthly production. Naturally, your results depend on your personal efforts, and results may vary.*

*Total number of Independent Beauty Consultants in your unit at the beginning of the month x \$150 = Estimated unit wholesale production*

Denise uses \$150 because that is what she finds to be an average monthly order size for Independent Beauty Consultants. Why not give it a try?

*Total number of Independent Beauty Consultants at the beginning of the month \_\_\_\_\_ x \$150 = \_\_\_\_\_ estimated unit wholesale production*  
*Figure 1*

If the total in Figure 1 is below any monthly goal you set, then you might consider making up the difference in new unit members' initial inventory orders. Many Independent Sales Directors find this a good source of unit wholesale production.

*Monthly unit wholesale production goal \_\_\_\_\_ -  
 estimated unit wholesale production (Figure 1) = \_\_\_\_\_ amount  
 you might want to make up in new unit members' initial inventory orders*  
*Figure 2*

“I have discovered that there are factors separating top Independent Sales Directors from other Independent Sales Directors. One of them is strategizing and planning in advance the production of your unit.”

– U.S. Independent National Sales Director  
Pamela Waldrop Shaw

### How to Increase Your Bottom-Line Projections

In addition to adding new unit members who invest in their initial inventory, you might also consider the following suggestions as ways to increase your monthly unit wholesale production:

- **Give Independent Beauty Consultants a reason to sell.**

If they have a reason to sell, they'll have a reason to order.

Look at your unit reports to determine who your consistent sellers are. Are you working with them to help them improve their selling skills? What about those Independent Beauty Consultants who are consistently ordering \$400 wholesale who could move up to \$600 wholesale in order to become a Star Consultant this quarter or next?

Here are some sample dialogues you might use that will help in your conversations with your unit members.

*I'm so excited to see your progress this quarter! All you need is \$\_\_\_\_\_ wholesale, and you'll be a \_\_\_\_\_ Star Consultant! What prize have you picked out? Do you need any sales ideas?*

*It looks like you're on-target for your \_\_\_\_\_ Star, and you could do that easily. What if we brainstormed ways you could reach the next star?*

*You told me that your sales goal this week is \$\_\_\_\_\_. What do you have planned in order to achieve this goal?*

- **Help your consistent sellers become team builders.**

Look again at the consistent sellers on your unit reports. Are they also building their teams? If not, why? More than likely, they have the customers to whom they can present the Mary Kay opportunity. Give them reasons to build their teams. Suggest they move to the next step on the career path, then help them set up some team-building appointments. Suggest dialogues they can use when they phone their hostesses and preferred customers.

- **Encourage new Independent Beauty Consultants to invest in their initial inventory.**

Who on your report hasn't invested in their initial inventory yet? You could call them to offer examples of how investing in inventory might be helpful to them. For those who haven't invested in inventory because they are experiencing challenges, you'll likely want to be prepared to offer suggestions on how they might overcome those challenges.

- **Follow up with new Independent Beauty Consultants who have invested in their initial inventory.**

What about those new Independent Beauty Consultants who have invested in their initial inventory but haven't yet ordered a second time? You might follow up with them to see if they have any questions or concerns.

- **Raise the bar for DIQs and Grand Achievers.**

How many DIQs and Grand Achievers do you have who are working to meet or surpass their wholesale production in order to move up? Help them think beyond the minimum in wholesale team production. You might schedule a coaching session to help them think more abundantly. Consider suggesting they make \$10,000 their wholesale production goal, and share with them ideas on how they can reach that goal.

- **Importance of Follow Up**

Follow up with those Independent Beauty Consultants who have shared their monthly goals with you, and consider making yourself available to them as a source of encouragement and suggestions as a way to help them achieve their goals.

## Activity When Good Credit Goes Bad



Everyone has some type of debt – student loan, mortgage, car payment, etc. Answering the following questions may help determine whether you have a debt problem.

1. Are you consistently late in paying your bills? \_\_\_\_ yes \_\_\_\_ no
2. Have you reached the maximum credit limit on one or all of your credit cards? \_\_\_\_ yes \_\_\_\_ no
3. Have you bounced any cheques lately? \_\_\_\_ yes \_\_\_\_ no
4. Can you only afford to make the minimum monthly payment each month? \_\_\_\_ yes \_\_\_\_ no
5. Do you use cash advances on one credit card to make payments on another? \_\_\_\_ yes \_\_\_\_ no
6. Do you have over 10 credit cards in your purse, all with a balance more than you can pay off each month? \_\_\_\_ yes \_\_\_\_ no
7. Are you unable to save at least 10% of your income because you need that money to pay off debts? \_\_\_\_ yes \_\_\_\_ no

If you answered yes to three or more of these questions, chances are you may have a debt problem. Here are some suggestions on ways to tackle your debt:

- Make a decision to deal with your debt, then make a plan.
- Write down all of your expenses and your debt, and then look for ways to cut your expenses.
- Destroy all of your credit cards except the one with the lowest interest rate to use for emergencies and a debit card, which deducts payments from your bank account.
- Consider consolidating your debt with a bank loan at a lower interest rate, and budget your loan repayments every month.
- Increase your personal selling activity, and apply the additional monthly profits toward your debt.

### Suggested Plan of Debt Repayment

Here is a plan for getting out of debt suggested by U.S. Independent National Sales Director Diana Sumpter.

- On a sheet of paper, list all of your debts from the highest to the lowest. Beside each debt, note the required minimum monthly payment.
- Start paying the bare minimum each month on all your debts except the one with the *smallest* amount due, regardless of the interest rate. Paying this debt off quickly will help keep you motivated to tackle the bigger debts.
- Make four copies of the smallest debt's bill, as you will be making a total of five payments per month toward this debt.
- Before the due date, pay the minimum amount *plus* any money above and beyond the minimum you were applying toward the other debts.
- From your personal sales each week, apply another \$25 each week toward this debt.
- After that debt is paid off, start again on the next lowest debt.

## Six Important Things to Consider

1. Before spending any money, ask yourself, "What return can I expect on this investment in terms of time saved and income produced?"
2. Make the most of every avenue of income available to you by monitoring your progress throughout the month and adjusting your activity accordingly.
3. Take advantage of the commissions available to you by adding to your personal team.
4. Adopt Mary Kay's Formula for Success by holding three skin care classes per week and adding three new personal team members each month.
5. Learn how to project your monthly unit wholesale production so you can affect your monthly income.
6. Live a richer life by saving for the future and avoiding credit card debt.

# Set Up Your Office for Success

Chapter 5

# Set Up Your Office for Success

This chapter will focus on:

- Creating an efficient office
- The benefits of having an office assistant, how to find one and what tasks to delegate
- How you might make the most of your office time

“Master the art of deskmanship. Organize your desk for efficiency. Clutter hinders concentration and creates frustration and tension. Think of your desk as a business tool, not as a paper container. Handle every single piece of paper only one time, then be finished with it. Clear your desk each evening and get the next day off to a productive beginning.”

– Mary Kay Ash

Many Independent Sales Directors find that spending a little time to create an efficient work space may save a lot of time in the long run – time that may free you up to do what you do best, which is work with your unit members. If you are one of those Independent Sales Directors, then you might find this chapter helpful.

## Office Setup

For an efficient office, you may not need a separate room but, to create an effective workspace, you may want a desk or table and a comfortable chair where you can work undisturbed. Of course, you'll want to ensure the choice you make for office space is consistent with the office/teaching centre guidelines found in the *Legal Ease* brochure, which is available on the Mary Kay® Online Community.

Here are some helpful tips suggested by other successful Independent Sales Directors that may help you get started:

## Equipment

Here is a list of some office equipment that may help your office run more efficiently. Although desirable, this equipment is definitely not essential for your business to be successful and profitable. Consider purchasing or leasing the items you absolutely need. As your unit and business grow, you can add to your list of equipment.

- Computer, complete with a printer
- Scanner for your computer

- Answering machine or voicemail service
- Separate business phone line
- Fax machine
- Copy machine
- Postage metre

*Please note: Some printers combine many features. You might consider obtaining a more comprehensive printer that may provide a better economic value.*

### **Storage Space**

You will also need a place to store forms, prizes and office supplies. A filing cabinet, plastic storage box and bookshelves are always good choices.

### **Office Supplies**

The following is a list of office supplies that you may find helpful. This list is based on the suggestions of experienced Independent Sales Directors. Again, nothing on this list is imperative to run a successful business.

### **Write It Down**

- Wall calendar and/or desk calendar
- Erasable white board
- Spiral notebook for phone messages and unit meeting ideas
- Notepaper
- Letter-size and legal-size paper for computer printer and copy machine
- Pens and pencils
- Coloured markers
- Correction fluid

### **File It**

- Rolodex® or address book
- Three large 3-ring notebooks with dividers for organizing your:
  1. Newsletters

**2.** New Independent Beauty Consultant Agreements

**3.** Unit reports

- Hanging file folders
- File folder labels
- Accordion file for *Weekly Accomplishment Sheets*

**Keep It Together**

- Stapler and staples
- Staple remover
- Paper clips
- Rubber bands
- Glue stick
- Tape

**Mail It**

- Stamps for first-class mail and postcards
- Business envelopes (regular #10)
- Large mailing envelopes (9" x 12")
- Stationery
- Various greeting cards
- Address labels for mailing newsletters
- Bubble-Lite shipping bags for mailing product, audios, etc. (various sizes)
- Packing tape

**Compute It**

- Microsoft® Office for creating newsletters and other documents and spreadsheets
- Microsoft® Publisher for creating newsletters, forms and flyers

**Miscellaneous**

- Pencil sharpener

- Scissors
- Dictionary
- Adjustable 3-hole punch
- Single-hole punch
- Paper cutter
- Money bag
- Calculator



For tips on how to get organized for your unit meetings, see Page 75.

### Filing Systems

Mary Kay suggested that when something crosses your desk, touch it only once and then take that extra minute to file it away in its proper place. That proper place could be in your vertical files. Here is a suggested way to organize your files by colour coding according to topic and a list of file labels you might use:

#### **Unit Business** (red)

This would include everything needed to run your unit.

- Adoptees
- Career Conference
- Company history and facts
- Company promotions
- Correspondence from the Company
- Correspondence from Independent National Sales Directors, Independent Sales Directors and Independent Beauty Consultants
- Correspondence you have sent

- Guest events
- Spouse information
- Inventory
- Leadership Conference
- New Independent Beauty Consultant Orientation
- Newsletter ideas
- Newsletters from other Independent Sales Directors
- NSD or Go Give Area information
- Original forms
- Pacesetter classes
- Seminar
- Special events
- Speeches
- Star Consultant information
- Starter Kit/*On the Go*
- Unit meeting ideas
- Unit promotions

**Personal Business** (blue)

This would include everything you filed as an Independent Beauty Consultant, such as information about your customers, your sales, etc.

**Finances** (green)

These files would include anything financially related with the exception of tax records.

- Bank statements
- Insurance
- Investments
- Retirement

**Tax Information** (orange)

These files would contain receipts and bills needed for your tax returns. You may want to use large manila envelopes or an accordion file instead of hanging files for your tax information.

- Advertising
- Auto expenses
- Equipment expenses over \$100
- Gifts for customers
- Income records
- Interest
- Meals and entertainment
- Office supplies
- Past tax returns
- Phone
- Postage
- Professional fees
- Promotions and prizes
- Section 1 purchases
- Section 2 purchases
- Travel expenses
- Unit meeting expenses
- Utilities
- Visa/MasterCard

**Ideas** (yellow)

Here you would file ideas from the Company or other Independent Sales Directors that can be used at your unit meetings, in your newsletters or as a reference.

- Booking
- Coaching/Hostess
- Communication skills
- Customer service
- Goal setting
- Holiday open house
- Holiday selling ideas
- Inspiration/Motivation
- Mary Kay image
- Merchandising
- Money management
- Out-of-town Independent Beauty Consultants
- Product knowledge
- Selling appointments
- Selling techniques
- Star Consultants
- Team building
- Time management
- Unit building
- Unit promotions

## Activity

You may want to set aside some time to set up your office, using these suggestions as a guideline. Work steadily for two or three hours until you are satisfied you can work there effectively. Better yet, delegate the organization of your office to someone else, and then get out of your office and hold some selling and team-building appointments to help you cover the cost!



### Hiring an Office Assistant

Mary Kay often said, “Don’t spend dollar time on penny jobs.” When you think about it, it doesn’t really matter who does the filing, the mailing, the laundry, the housecleaning as long it gets done, right? That’s why many successful Independent Sales Directors enlist the help of others to help them do tasks that do not need to be handled by them personally.

You may be thinking you can’t afford an assistant or for someone to clean your house. However, many Independent Sales Directors will tell you that you can’t afford NOT to have help. Why? Because having help could free you up to do things that only *you* can do, things that bring in income and unit members. For many, it’s a good business decision.

You can find help without paying a fortune. Remember, though, that you do get what you pay for. Here are some ideas on where to look for an assistant:

- College or high school student – Good help, but not usually available on a long-term basis.
- Independent Beauty Consultant or adopted Independent Beauty Consultant – They know the Mary Kay business in general and your unit business in particular.
- Neighbourhood teen – Usually very computer savvy.
- Temporary agency – Temps may cost more than a teenage neighbour, but they are more efficient and accomplish more in less time. And you never have to personally hire or fire them.

To find an office assistant, U.S. Independent Future Executive Senior Sales Director Denise Kucharski suggests that you tell a friend, Independent Beauty Consultant, teenage neighbour or customer that you are buried in paperwork and need some help just for one day to catch up. Let them know what you are willing to pay per hour, and ask them if they would be interested in helping you out. This gives you the opportunity to try out several people while relieving you of any burden of having to hire and fire someone before you’re aware of their capabilities. If you find someone who works out well, she already knows the rate you are willing to pay and may be willing to work on a regular basis if asked.

- Customer who doesn't want to become an Independent Beauty Consultant.
- Retirees with office experience.
- Friend or family member of yours or your unit members.

How much time could an assistant spend working in your office? A good rule of thumb that many Independent Sales Directors use to determine how many hours to use an assistant is one hour for each 10 unit members you have. As your unit grows, so may the number of hours you want your assistant to work. The good news is, when your unit grows, so may your income to help pay for those additional hours!

## Activity



Just how much time could you save by hiring an assistant? More than likely you have your own ideas about what tasks could be delegated to an assistant. If you're looking for some additional ones, you might consider the list on the next page. These are tasks that other Independent Sales Directors have said could easily be delegated to an assistant. Extra lines are available for you to add your own. Next to each task, you might estimate the amount of time it takes to do the various tasks and then add up the time. You may be surprised to see the extra time you could be spending on income-producing activities if you had someone to assist you.

If you did decide to delegate some or all of the tasks listed on the next page, what would you do with the extra time? Many Independent Sales Directors have found that it's beneficial to spend that extra time on income-producing activities, such as those listed on Page 64. Why not take a look at the list and add any more that you feel might be beneficial to your business? Then estimate the amount of time it takes to do the various activities.

Tasks That Could Be Handled by Someone Else	Estimated Time in Minutes Per Week
Answer phone and return informational calls, such as the time or location of an event, details of a contest, etc.	
Mail form letters that do not require personalization.	
Process and file Independent Beauty Consultant Agreements.	
Update mailing lists, e-mail lists and phone directory with new Independent Beauty Consultant information.	
Assemble and mail welcome packets.	
Assemble team-building and hostess packets.	
Input <i>Weekly Accomplishment Sheets</i> .	
Address and mail greeting cards that you've signed.	
Prepare, collate, stamp, highlight and mail the newsletter.	
Create special flyers.	
Track and order personal inventory and prizes.	
Place orders for unit members.	
Unpack inventory and put labels on products.	
Pack and mail customer orders.	
Pack and unpack for selling appointments.	
Organize and file all paperwork.	
Maintain Preferred Customer Program mailing list.	
Categorize tax receipts.	
Make copies and send faxes.	
Wrap presents or prizes.	
Set up for the unit meeting.	
Clean the house.	
Do laundry.	
<b>Total Time</b>	

Income-Producing Activity	Estimated Time in Minutes Per Week
Conduct a personal team-building appointment.	
Conduct a team-building appointment for a unit member.	
Invite a guest to your unit meeting or guest event.	
Follow up with unit meeting guests.	
Hold a coaching appointment with one of your Independent Beauty Consultants.	
Hold a selling appointment.	
Make enough customer follow-up calls to net \$100 in retail sales.	
Hand out enough business cards to get five new business contacts.	
<b>Total Time</b>	

Compare your lists to determine if you might benefit from hiring an assistant, even if it's just for a few hours per week.

### Time Management Tips

Organizing your office will definitely help you save time while you're in it. Here are some suggestions to help you make the most of the time you spend in your office so you'll have more time to spend with your people.

- Establish definite office hours, those hours when you can be reached by your unit members. If you receive a call outside of those office hours, consider letting your answering machine or your assistant pick up the call.
- Make the first hour of your business day your power hour on the phone. Use this time to book classes, coach hostesses and work with new people.
- Don't listen to your phone messages before your "power hour." If you do, you'll more than likely become sidetracked.

- Be proactive instead of reactive. If an Independent Beauty Consultant calls with a question that is applicable to all your unit members, instead of taking time to explain the answer, tell her you will address that topic at the next unit meeting. This not only saves you time, but provides an incentive for Independent Beauty Consultants to come to your meeting.
- Help Independent Beauty Consultants become self-sufficient. If someone calls and asks you when she last ordered product, instead of looking it up yourself, direct her to the Mary Kay® Online Community so she'll know where to find that information in the future.
- Control your telephone conversations by timing them with a 3-minute timer.
- Don't open the mail or read your e-mail until you are ready to answer it.
- Learn how to use your computer and the time-saving programs available through the Mary Kay® Online Community.
- Do office work during your “people-free” time.
- Create your Six Most Important Things to Do list each day.

### Six Most Important Things to Do List

To help you keep organized and on track to achieve your goals, consider using the six-step process on Page 66 to create your Six Most Important Things to Do list each day. Why not take a few minutes right now to fill out your list for tomorrow?

### Activity





## Six Important Things to Consider

1. Clutter hinders concentration and creates frustration and tension.
2. Keep piles of paperwork off your desk and in vertical files.
3. Office equipment can help you be more efficient, but exercise caution and buy or lease only that which is absolutely necessary.
4. Don't spend dollar time on penny jobs. Consider hiring an assistant.
5. Delegate those tasks that someone else can do, so you can free up your time to build your business.
6. Evaluate each "to do" item to see if it brings you closer to your goals.



# Unit Meetings and Guest Events

Chapter 6

# Unit Meetings and Guest Events

This chapter will focus on:

- Suggestions on where and when to hold your unit meeting
- Suggested elements of a successful unit meeting
- Ideas for organizing a guest event

“If you had a good week, then the unit meeting needs you. If you had a bad week, then you need the unit meeting. Either way, it is a vital, battery-charging session to encourage your unit to go out and do their best for the coming week.”

– Mary Kay Ash

Many successful Independent Sales Directors say that their unit meetings are perhaps the single most important activity of their week. They can serve as the very heartbeat of a successful unit because they provide an opportunity to encourage, motivate, recognize and challenge unit members to greatness. If you agree that holding a unit meeting is a great idea, then you may find the ideas shared in this chapter useful.

### Think Back to the Unit Meetings You've Attended

This will help you determine what worked best and the elements you would like to include in your own unit meetings to make them successful.

What did you enjoy most about those unit meetings?

---

Did you leave feeling more knowledgeable, better-equipped and excited about the upcoming week? If so, what made you feel this way?

---

How did the Independent Sales Director interact with the unit members in attendance?

---

What did you feel was the most effective way the marketing plan was presented?

---

If you brought a guest, did they find the meeting fun? Why?

---

---

If there was education offered, was it interactive and engaging?

---

---

What would you like to include in your own unit meeting?

---

---

What would you like to change?

---

---

### Finding the Perfect Location

There are many options available to you when choosing a location for your unit meeting. Of course, you'll want to ensure your decision is consistent with the office/teaching centre guidelines found in the *Legal Ease* brochure, available on the Mary Kay® Online Community.

Ideally, you'll want to find a place that not only fits your needs but your budget as well. Here are some suggested locations that have worked well for other Independent Sales Directors:

- Meeting rooms in churches or community centres
- Hotels
- Civic or government buildings
- Your home
- A clubhouse at an apartment complex
- A classroom in a local school, junior college or university
- An activity room in an assisted-living facility or nursing home
- A meeting room in a restaurant
- A conference room in an office building
- Leased space in an office complex that you may consider sharing with other Independent Sales Directors in your area

Be creative when it comes to negotiating a deal. Consider some of the following cost-effective ideas that other Independent Sales Directors have used successfully:

- Some hotels or restaurants are willing to lower their fees if they know you will be frequenting their establishment on a weekly basis with the possibility of spending money in their restaurant before or after the meeting.
- Some churches and community centres may allow you to use their meeting rooms for a small donation.
- An assisted-living facility or a nursing home may be willing to let you meet free of charge if you agree to donate some of your time teaching skin care and colour application to their residents.

Consider using the following checklist when choosing a location.

### Location Checklist

#### Is it centrally located to the majority of your unit members?

**yes no**

- Are highways nearby for easy accessibility?
- Is there rush-hour traffic to consider?
- Will most Independent Beauty Consultants be coming from work?
- Are directions on how to get there easy to follow?
- If you live in a city that relies heavily on public transportation, is it near a bus, train or subway stop?

#### Is it safe?

**yes no**

- If it is in a public facility, do security guards patrol the area?
- Is the parking lot well-lit at night?
- Is it in a reputable part of town?
- Do you have quick access to a telephone in case of an emergency?

#### Does it have a professional atmosphere?

**yes no**

- Do the other patrons or tenants act in a businesslike manner?
- Can you be noisy without disrupting other tenants or patrons?
- Does it fit the image you want to project for your Mary Kay business?

**If you are considering your home:****yes no**

- Is your meeting room in an area that will minimize interruptions and distractions?
- Is sufficient seating available?
- Is there adequate parking that will not be disruptive to your neighbours?

**Is it convenient?****yes no**

- Are there enough chairs and tables?
- Are there enough electrical outlets and bathrooms?
- Is there audio/visual equipment (i.e. DVD Player) that you can use?
- Is it easy to get from your car to the room if you have a lot to carry?
- Is it accessible to anyone physically challenged?
- Is there adequate parking?

**If you choose a place that requires a rental fee, are the rental terms flexible?****yes no**

- Will it meet your needs as your unit grows?
- If not, will you be bound by a lengthy contract?
- Can you easily get out of your contract if you are not satisfied with the facilities?

**Is it affordable?****yes no**

- Is there a rental fee involved?
- Does the monthly rental fee fit within your monthly budget?

**To Fee or Not to Fee?**

Room rental can be very expensive, especially in certain regions of the country. Some Independent Sales Directors charge a nominal meeting fee to help defray the cost. This decision is totally up to you. One thing you might consider is whether to keep the fee nominal so that Independent Beauty Consultants won't use the fee as an excuse not to attend meetings. As a reminder, it is recommended that you do not charge guests to attend a guest event or unit meeting.

If you do choose to charge a nominal fee, here are some additional suggestions you might consider:

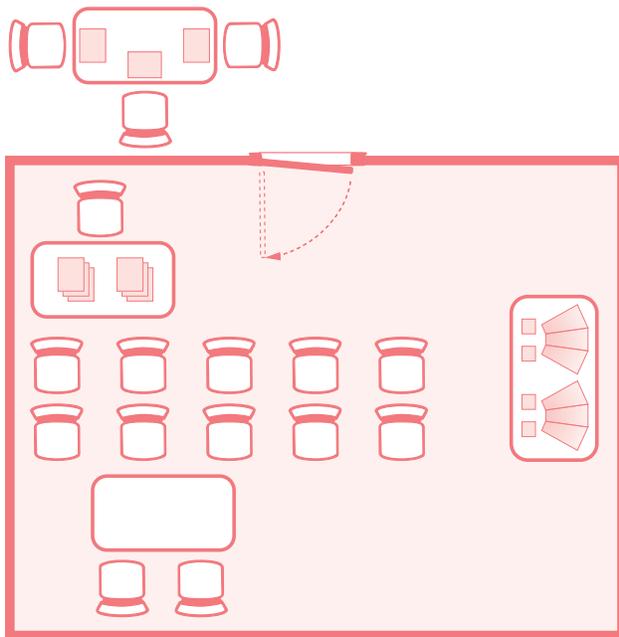
- Consider the benefits of reducing or waiving the fee as an incentive for Independent Beauty Consultants to bring guests or who accomplish some other activity you wish to recognize.
- Think about allowing new Independent Beauty Consultants to attend free their first month.

### Suggested Room Setup

Here is a suggested room setup for a unit meeting. You might want to keep it in mind as you search for a location.

#### Registration desk with chairs

Located right outside or in the back of your meeting room where Independent Beauty Consultants and guests can sign in, fill out a name tag and pick up any flyers or handouts.



#### Additional tables for premeeting makeovers or New Independent Beauty Consultant Orientation

Located inside the room or in an adjoining room, usually used prior to the start of your meeting.

#### Display tables

Located inside the room to temporarily display current product promotions and various unit prizes.

#### Head table

Located at the front of the room with chairs for reserved seating.

#### Enough chairs for unit members and guests

Arranged theatre style, in a semicircle, or whatever works best for the room and for you.

### Establish a Time — Rain or Shine

Mary Kay always thought that the best time to hold a unit meeting was at the beginning of the week so that Independent Beauty Consultants would get off to a great start. Whenever you choose to hold your meeting, many Independent Sales Directors suggest that you have a consistent schedule to help your unit members establish a routine. Consider letting them know that no matter what, rain or shine, whether one Independent Beauty Consultant or 30 show up, you will always be there.

You'll want to consider the availability of your unit members, and then hold your unit meeting at a time that is most convenient to them. Many Independent Sales Directors feel that the perfect length of a unit meeting is between 90 minutes and two hours.

### Get Organized

To make the day of your unit meeting less hectic, consider packing all the items you need on a regular basis at your unit meetings into one or two boxes, totes or a wheeled carrier travel bag. You might keep it packed and ready to go at all times. Just replenish any items as needed. Items you might want to include are:

- Quarterly *Unit Meeting in a Box*, including the *Pink Link*® DVD and new promotional product.
- Accordion file for *Weekly Accomplishment Sheets*
- Organizer box for awards and prizes
- Handouts and flyers
- DVD player/monitor
- Decorations such as a display of unit promotion prizes, limited-edition product and various posters and charts
- Sign-in sheet for Independent Beauty Consultants
- Guest book
- Red Jacket chair covers
- Motivational music and cassette/CD player
- Team-building literature

- Extra *Weekly Accomplishment Sheets*
- Independent Beauty Consultant Agreements
- Pens, markers, paper, stapler, tape and scissors
- Name tags for guests
- Extra copies of *The Look*, Independent Beauty Consultant Order Forms, etc.
- Guest profile sheets
- Money bag with change, if you charge a registration fee
- Candy or other treats

If you conduct New Independent Beauty Consultant Orientation before your unit meeting, you might want to pack a separate tote bag or box to carry those items.

### **Planning: The Secret Ingredient for Success**

A well-planned, fast-paced unit meeting executed with plenty of Mary Kay enthusiasm will keep your unit members coming back each week – *and bringing guests with them.*

With the proper organization throughout the week, you should be able to plan and set up your unit meeting in about three hours. You might find the following suggestions helpful.

#### **Define your objectives**

This will help keep you on track as you plan your weekly meeting. The first step is to consider the objectives that you want to achieve at every meeting. They may include:

1. Reaffirm Independent Beauty Consultants' decisions to build Mary Kay businesses.
2. Equip them with the knowledge and skills that will help them succeed.
3. Set unit goals to work toward.
4. Build esprit de corps.
5. Share the Mary Kay opportunity with guests.

## Activity



Take a minute to think about the objectives you'd like to achieve at every one of your unit meetings and write them below.

### My Objectives for Every Meeting

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

You might want to make a copy of this list and keep it handy. It will help keep you focused and on track as you plan your unit meetings.

After defining your overall objectives, decide what specific objectives you'd like to achieve at each meeting. One week it may be as simple as building Independent Beauty Consultants' confidence in selling colour by demonstrating product application techniques. Another week you may want to focus on coaching.

You will know you have accomplished your objectives if your unit members leave feeling more knowledgeable, better-equipped and excited about the upcoming week.

### Use the same basic agenda each week

To keep it simple, many Independent Sales Directors use the same basic agenda and vary the presentation formats to keep meetings fresh, exciting and fun. Later in this chapter, you'll have an opportunity to plan your agenda.

### Keep a tote bag near your desk

As things come up during the week that you want to remember for your unit meeting, drop them in the bag.

### Use a spiral notebook

Use it to record the successes of your unit members as they call you throughout the week as well as any announcements or ideas you want to remember.

“Always resell Independent Beauty Consultants on four things at every meeting: themselves, the opportunity, the product and the Company. To get your unit members excited, you need to be excited yourself. Do whatever pumps you up to get excited. One suggestion is to hold a team-building appointment that day. And always pretend that everyone at your meeting has a sign around their neck that says, ‘Make me feel important.’”

— U.S. Independent Senior National Sales Director  
Johnnette Shealy

### Theme your meetings

Setting a theme or topic that aligns with your unit goals and objectives could help motivate Independent Beauty Consultants to action. Carry out the theme or topic with decorations, handouts, costumes, etc. Many Independent Sales Directors establish their themes a year in advance and use the same themes every year.



A list of suggested themes or topics can be found on Page 87.

### Start a unit meeting file

Use it to file unit meeting ideas you receive from the Company and from other Independent Sales Directors. Keep the ideas sorted according to topic: inspiration, education, unit promotion ideas, etc.

### Learn to ask for help

Asking your unit members to help with portions of the meeting not only relieves you of some of the responsibility, it may help Independent Beauty Consultants develop their presentation and leadership skills. It also may give them a greater commitment to attend. And besides, Mary Kay always said, “People will support that which they help to create.”

Parts of the unit meeting that can be delegated are:

- Greeting guests
- Registration
- Setting up before the meeting
- Packing up after the meeting while you talk to guests
- Inspiration
- Education

- Music
- Announcements
- Big sister to an adoptee or new Independent Beauty Consultant
- Refreshments, if you serve them

### ABCs of a Unit Meeting

If you're an Independent Sales Director who believes that holding a unit meeting is a great opportunity to interact with unit members and find prospective unit members, then you probably already have lots of ideas about an agenda you might use. If you're looking for some additional ideas, here are some suggestions passed on by other Independent Sales Directors.

A written agenda that organizes the elements you want to include in your meeting may assist you in staying on track. On paper it may look as if each element is a separate segment unrelated to the whole. As you conduct your meeting, you'll find that many of these elements can be interwoven throughout the meeting. For instance, during recognition, you also can incorporate motivation and education by asking Independent Beauty Consultants to share what they did to earn the recognition (education) and then challenge your unit members to do the same (motivation).

Here are elements to consider including in your unit meeting:

#### **Opening/Welcome**

This sets the tone for the meeting. Be warm, inviting, friendly and energetic. You may have Star Recruiters and above march in as part of the opening.

#### **Announcements**

Use this time to make any unit announcements or share any new information provided by the Company.

#### **Introduction of Guests/Thank-You**

Have Independent Beauty Consultants introduce their guests by either bringing them to the front of the room or having them stand by their chairs. You may want to ask the guests to talk a little bit about themselves. Some Independent Sales Directors give a ribbon or other trinket to their guests to help them feel welcome and special.



Tips on how to treat guests can be found beginning on Page 122.

This also is a good time to introduce and thank those unit members who have helped you plan and carry out your unit meeting.

### **Recognition**

Recognition is what Mary Kay is known for and lavishing it on your unit members may help build their self-confidence, almost before your very eyes.

One way you could recognize Independent Beauty Consultants is to announce their names and share their accomplishments yourself. You probably know from experience how powerful it is to hear your name and be recognized in front of your peers.

You could also provide a few minutes during your meeting to let them do the sharing. You'll want to reinforce the necessity to keep it positive. For instance, saying, "I booked five classes this week – but only one of them held," focuses more on the negative than the positive.

Instead of talking about all the details of a contest or promotion during your meeting, you may want to print them in a flyer and have it available at the registration desk. You'll want to keep this flyer available as long as the promotion is in effect.

### **Promotions**

Talk about any current unit or Company promotions or programs. You can involve your unit members (and incorporate recognition) by asking them who is on-target to achieve the goal or what prize they are working toward. You can use posters to track and display their progress.



Learn more about recognition and unit promotions in Chapter 7.

### **Education**

Select your topic according to the needs of your unit. For instance, if you notice that appointments aren't holding, then consider teaching coaching dialogues that week. Focus on the basics, such as booking, team building, selling appointments, coaching, customer service or merchandising. Rotate these topics on a regular basis. Repetition reinforces the learning process.

Remember that education doesn't have to be a weekly lecture. You might want to make it interactive and fun, involving your unit members as much as possible in activities, such as role-playing, team games, etc.

### Motivation

This is where your skills as a leader can be utilized to help move Independent Beauty Consultants into action. You can do this by telling a story and issuing a challenge that's tied to the education segment of your meeting.

You can also motivate by challenging Independent Beauty Consultants to reach for even higher goals. For instance, if a new Independent Beauty Consultant is proud of the one class she held her first week in business, you could say,

*That's great! Let's give her a round of applause. You know, Cathy, I'll bet you could do two classes next week. How much profit do you think you'd make holding two classes?*

### Marketing Plan

Whenever guests are in attendance, you might want to take a moment to share the Mary Kay opportunity. You could do this by presenting the marketing plan as a part of your unit meeting.



Information on how to present the marketing plan to a group can be found in Chapter 8.

### Inspiration/Close/Challenge

A great way to leave Independent Beauty Consultants feeling inspired, motivated and challenged is to close with an inspirational message and then issue a weekly challenge. This gives everyone an opportunity to experience a feeling of accomplishment after every meeting.

Why not visit the Mary Kay® Online Community for even more ideas to consider when planning your unit meeting.

### How to Increase Attendance

If your unit meetings are small, don't be discouraged. If you are enthusiastic, well-prepared and patient, chances are your attendance will increase. Here are some ideas to help that process along:

- Increase your unit size. Go out and earn a gold medal, then help each of your new team members earn one.
- Explain to your new unit members how vital unit meetings could be to their success.
- Ask a friend of an absent Independent Beauty Consultant to call her to tell her how much she was missed.
- Hold a Perfect Attendance contest. Challenge your unit members to attend 13 consecutive meetings to earn a prize.
- Encourage your unit members to bring guests to every meeting, and YOU set the example!
- Call an absent Independent Beauty Consultant to ask for help at next week's meeting.

### More Tips for a Successful Meeting

- Arrive early and set up before guests arrive.
- Project the image of success – it helps sell the dream.
- Start and end on time.
- Be spontaneous.
- Keep the pace lively and flowing.
- Prepare more material than you'll actually need.
- Leave people wanting more.
- Record your unit meeting and review the recording to see if you would attend your own meeting.
- Evaluate each meeting, taking note of what worked and what didn't, and file it away for future use.
- Above all, have fun!

## Planning Your Unit Meeting

## Activity

If you want to create a new agenda for your unit meeting, why not take some time to do it now? You can use the list of elements below to plan your unit meeting.

- Opening/Welcome
- Announcements
- Introductions
- Recognition
- Promotions
- Education
- Thank-yous
- Motivation
- Marketing plan
- Inspiration
- Weekly challenge
- Closing remarks

Think about how you want your meeting to flow. For now, you might concentrate only on the sequence of these elements. You can fill in the specifics later.

On the following page is a sample of a completed *Unit Meeting Planner* to use as a guide.



## Sample Unit Meeting Planner

**Date:** February 4

**Theme:** Valentine's Day

### Objectives of this meeting

1. Give ideas to help build Valentine's Day sales.
2. Promote Career Conference so unit members will want to attend.
3. Promote Star Consultant status to qualify for exciting rewards.

Time	Segment	Assistance From	Items Needed
6:30 – 6:35	<b>Opening/Welcome</b> <ul style="list-style-type: none"> <li>• Establish the Valentine's theme with music</li> <li>• Positive affirmation</li> <li>• Star Recruiters and above march in to music and hand out candy kisses</li> </ul>	Cindy Lowery – Red Jacket march	<ul style="list-style-type: none"> <li>• Candy kisses</li> <li>• Valentine's CD</li> </ul>
6:35 – 6:50	<b>Introductions/Thank-you</b> <ul style="list-style-type: none"> <li>• Standing recognition/career path</li> <li>• Sales count up/Queen of Sales with head-table seating for everyone with \$300+ sales</li> <li>• Introduce guests – receive limited-edition colour sampler wrapped in red tissue paper</li> <li>• Thank unit meeting volunteers</li> </ul>	Meredith Cline volunteered to wrap the samplers	<ul style="list-style-type: none"> <li>• Samplers</li> <li>• Wrapping paper</li> </ul>

Time	Segment	Assistance From	Items Needed
6:50 – 7:05	<b>Announcements</b> <ul style="list-style-type: none"> <li>Valentine's Day party on Feb. 13, R.S.V.P. by Feb. 9 to Diane Harper at (555) 555-5555</li> <li>Guest event at 9 a.m. on March 1 at the Holiday Inn. Cost is \$10 and includes breakfast. Guests are free.</li> <li>New Independent Beauty Consultant pinning</li> </ul>		<ul style="list-style-type: none"> <li>Guest event fliers</li> <li>Pins</li> </ul>
7:05 – 7:30	<b>Recognition</b> <ul style="list-style-type: none"> <li>Sharon Jones booked three classes this week using warm chatter</li> <li>Tina Martin sold 12 Valentine's Day gift baskets to spouses</li> <li><i>Perfect Start/Power Start</i></li> <li>Most team-building appointments/new team members</li> <li>Sheila's Star Recruiter debut</li> </ul>		<ul style="list-style-type: none"> <li>Ribbons/pins</li> <li>Star Recruiter Oath*</li> <li>Rose</li> </ul>
7:30 – 7:40	<b>Promotions</b> <ul style="list-style-type: none"> <li>Career Conference March 15 and 16 in Montreal; car caravan leaves at 1 p.m.</li> <li>Special luncheon for Team Leaders</li> <li>Ellen shares Career Conference story from last year</li> <li>Yearly unit production update</li> </ul>	Ellen Stevens	

\*A copy of the Star Recruiter Oath can be found on the following page.

Time	Segment	Delegated	Items Needed
7:40 – 8:15	<b>Education</b> <ul style="list-style-type: none"> <li>• Merchandising ideas for Valentine's Day</li> <li>• Ask others for ideas</li> <li>• Promote Star Consultant and recognize on-targets</li> </ul>	Tina Martin	<ul style="list-style-type: none"> <li>• <i>Star Consultant</i> brochure</li> </ul>
8:15 – 8:20	<b>Inspiration</b> <ul style="list-style-type: none"> <li>• Something to keep with the theme</li> <li>• Pass out candy hearts</li> </ul>	Madeleine Smith	<ul style="list-style-type: none"> <li>• Candy hearts</li> </ul>
8:20 – 8:30	<b>Weekly Challenge/Closing Remarks</b> <ul style="list-style-type: none"> <li>• Ask for next week's meeting volunteers</li> <li>• Challenge: Put together a gift basket and take it to work. The first one who sells five and calls me will receive a prize.</li> </ul>		<ul style="list-style-type: none"> <li>• Tina Jones will provide a sample basket.</li> </ul>

### Star Recruiter Oath

As a Star Recruiter, I pledge

- To live true to the Golden Rule philosophy,
- To encourage and support my team members with love and respect,
- To lead by example, and
- To carry on Mary Kay's mission by extending the Go-Give® spirit to everyone I meet.

This I pledge as a brand-new Star Recruiter.

## Suggested Yearly Themes and Topics

### JANUARY

**New Year, New You** — Make resolutions for the new calendar year and the second half of the Seminar year.

**Career Conference Kick-Off** — Launch the theme of Career Conference and promote the importance of attending.

**Valentine's Day Sales** — Offer merchandising tips for Valentine's Day.

**Selling Fragrance** — Discuss techniques for selling fragrance.

### FEBRUARY

**Customer Calling** — Role-play various phone conversations to promote Valentine's Day sales to customers.

**Body Basics** — Talk about the importance of body care.

**Income Tax Preparation** — Discuss tax preparation.

### MARCH

**Product Preview** — Launch new spring product using your *Unit Meeting in a Box*.

**Spring Colour Classes** — Focus on colour looks for spring.

**Promote Star Recruiter Status** — Review the guidelines for becoming a Star Recruiter.

### APRIL

**Administrative Professionals Day and Easter Sales** — Discuss how these special days can help Independent Beauty Consultants boost sales and bookings.

**Ladder of Success and the Star Consultant Program** — Promote the program and recognize first-quarter achievers.

**Customer Service** — Discuss how to deliver excellent customer service.

**Mother's Day and Graduation Sales** — Encourage Independent Beauty Consultants to take advantage of the extra sales these occasions can bring.

## MAY

**Seminar** — Promote the excitement, education and inspiration of Seminar and encourage early registration.

**Conversational Booking** — Teach techniques on how to conversational book.

**Preferred Customer Program** — Promote the benefits of the program and ways Independent Beauty Consultants can benefit through effective follow-up.

**Summer Skin Care Inventory** — Discuss specialized skin care, sun care and body care for summer.

**Father's Day and Bridal Sales** — Discuss ideas on how Independent Beauty Consultants can take advantage of these special occasions.

## JUNE

**Product Preview** — Launch new summer product using your *Unit Meeting in a Box*.

**Telephone Techniques** — Role-play dialogues to use when calling customers.

**Canada Day** — Discuss ways Independent Beauty Consultants can take advantage of this holiday.

## JULY

**Ladder of Success and the Star Consultant Program** — Promote the program and recognize quarterly achievers.

**Mary Kay® Personal Web Sites** — Discuss how to take advantage of the Internet in selling and marketing to customers.

**Contest for Seminar Non-Attendees** — Issue a one-week contest for Independent Beauty Consultants not attending Seminar.

**Goal Setting** — Discuss goal setting for the new Seminar contest period.

**Unit Queen Recognition** — Recognize your unit Queen of Sales and unit Queen of Sharing.

## AUGUST

**Back to School** — Focus on colour looks for fall.

**Booking Techniques** — Discuss booking techniques and issue a booking challenge.

**Avoiding and Handling Postponements** — Discuss how to avoid and handle postponements.

**Holiday Sales to Businesses** — Discuss ideas on how to sell holiday products to businesses.

## SEPTEMBER

**Product Preview** — Launch fall/holiday product using your *Unit Meeting in a Box*.

**Team Building** — Teach Independent Beauty Consultants how to hold team-building appointments and review the four-point recruiting plan.

**Preferred Customer Program** — Promote the benefits of the program and ways Independent Beauty Consultants can benefit through effective follow-up.

## OCTOBER

**Ladder of Success and the Star Consultant Program** — Promote the program and recognize quarterly achievers.

**Holiday Displays and Merchandising** — Ask Independent Beauty Consultants to share holiday display and merchandising ideas.

**Thanksgiving** — Give Independent Beauty Consultants ideas on how to take advantage of this holiday.

**Holiday Open Houses** — Discuss how to hold a holiday open house.

**Customer Service** — Discuss how to deliver excellent customer service during the holidays.

## NOVEMBER

**Outside Sales** — Discuss how to increase profits by offering hostesses special incentives to sell fragrance and/or glamour items.

**Winter Colour** — Demonstrate colour looks for winter.

**Mary Kay® Personal Web Sites** — Discuss how to take advantage of online sales during the holidays.

## DECEMBER

**Product Launch** — Launch new winter product using your *Unit Meeting in a Box*.

**Last-Minute Holiday Sales** — Remind Independent Beauty Consultants to recontact customers and businesses that were not ready to buy earlier in the season. Encourage everyone to hold a last-minute open house for terrific profits.

Visit the Mary Kay® Online Community for ideas on how to incorporate some of these themes into your unit meetings.

**Holiday Party for Unit** — Announce the date ahead of time and encourage everyone to attend.

**Ladder of Success and the Star Consultant Program** — Promote the program and recognize quarterly achievers.

## Guest Events

Guest events can be a perfect complement to your unit meeting activities. They afford the opportunity for friends, family and coworkers to see how distinctively different the Mary Kay opportunity is from the rest of the working world. Guest events can also be a source of pride and motivation for your unit members, helping to rekindle enthusiasm for their Mary Kay businesses.

### Location and Setup

You'll likely want to hold your guest event in the best place possible while, at the same time, keeping costs low. You'll want the location to be bright, cheerful and inviting; a place that reflects a professional image from the moment guests arrive. You may consider the following when evaluating locations: Is it easily accessible, and does it have plenty of parking? Is the seating adequate? You might want to inspect the location yourself. By asking for confirmations on the number of guests the week of the event, you will have a better idea of your needs. It is a good idea to confirm the date and time 24 hours in advance. If you need audiovisual equipment or other special arrangements, confirm them also. It's also a good idea to arrive at least one hour before the event starts to ensure that everything is set up the way you had planned.

You might want the setup for a guest event to be similar to your unit meeting setup. You might have a registration table for name tags and to collect money, if you're charging a registration fee. You might have a profile sheet available for guests to fill out and team-building literature for them to read while they are waiting for the event to start. You might ask top Independent Beauty Consultants to help greet guests at the door. They can help contribute to a warm, accepting atmosphere that helps put a guest at ease.

When it comes to decorating for a guest event, it's best to keep it simple. You might not need anything more than a few posters and maybe some balloons. You might also have some product on display, perhaps gift baskets that you can award to one or more of your guests as part of a draw held during the event. You might also have a Starter Kit on display and use it to close your guests.

Activity

**Suggested Checklist for Planning Your Guest Event**



While some guest events can be as small as 30 people or less, some can be as large as 300 people or more. Why not use the following checklist the next time you plan a large event? Feel free to modify the checklist to suit your particular needs.

**Type of guest event** What type of guest event are you planning? Are you having a guest speaker; is it a fashion show, a unit debut, etc.?

--

**Total number of attendees expected** How many Independent Beauty Consultants, Independent Sales Directors and guests are you expecting?

	Independent Beauty Consultants
	Independent Sales Directors
	Guests

**Suggested registration fee** If you are planning to charge a fee to help defray the cost, how much are you planning to charge?

Yes	No	
		Will this be enough to defray the cost of the event?
		Will this price prohibit Independent Beauty Consultants from attending?
		Are you offering a reduced registration fee for Independent Beauty Consultants who bring guests?
		Do you want Independent Beauty Consultants to pay their registration fee in advance?

**Date and time of the event** What day and time is the event?

Yes	No	
		Does this conflict with any other Company/area/unit event or national holiday?
		Is this a convenient date and time for most guests?

**Location of the event** Where do you plan on holding the event?

Yes	No	
		Is it centrally located and easy to get to?
		Is there adequate parking?
		Does it fit the image you want to project?
		Is it accessible to anyone physically challenged?
		Is the cost within budget?

**Room setup** How do you want the room set up? Include chair and table arrangements, decorations, etc. There is a separate space for audiovisual equipment.

Yes	No	
		Is the room big enough to accommodate the number of attendees expected and the type of event planned?
		Are there enough chairs, tables, etc., available?
		Do you need a podium and/or riser?
		Are there additional fees for more chairs, tables, podium and riser?
		Do you need any decorations?
		Can the hotel/facility provide these decorations?
		If so, is there an additional cost?
		Do you need to confirm anything in advance of the event?
		If so, how far in advance?

**Equipment needed** What audiovisual equipment will you need and how much will it cost?

Check what additional equipment you might need:

		CD player
		Audiocassette player
		Videotape/VHS player
		DVD player
		Monitor(s) or projector for videotape/DVD playback
		Spotlight(s)
		Sound system
		Cordless microphone
		Corded microphone
		Corded lapel microphone
		Cordless lapel microphone
		Screen for video projection and/or computer graphics
		Computer for graphic support presentation
		LCD projector for computer
Yes	No	
		Can you bring your own equipment?
		If you bring your own equipment, is it compatible? (For instance, will your CD player work with their sound system or your computer work with their projector?)
		Is there an additional cost for each piece of equipment needed?
		Do you need to hire someone to run the equipment?
		Can the hotel/facility provide someone to run this equipment?
		If so, is there an additional cost?

**Refreshments/food** If you are planning a food event, what type of food would you like to serve and how do you want it served?

Yes		No	
<input type="checkbox"/>	<input type="checkbox"/>	Can the hotel/facility cater the event?	
<input type="checkbox"/>	<input type="checkbox"/>	Will the hotel/facility allow you to bring your own food or have it catered by an outside caterer?	
<input type="checkbox"/>	<input type="checkbox"/>	If you use the hotel/facility's catering service, is the cost of the room free?	
<input type="checkbox"/>	<input type="checkbox"/>	If you are serving a meal, do you want a plated meal?	
<input type="checkbox"/>	<input type="checkbox"/>	If you are serving a meal, do you want a buffet?	
		How far in advance does the hotel need a guarantee of attendees?	
		What is the percentage of overset?	

**Ways to promote the event** How do you plan on promoting the event?

Yes		No	
<input type="checkbox"/>	<input type="checkbox"/>	Does any promotional material include the date, time and location of the event?	
<input type="checkbox"/>	<input type="checkbox"/>	If there is a registration fee, is that noted in the promotional material?	
<input type="checkbox"/>	<input type="checkbox"/>	If the attendees are supposed to bring anything, such as product samplers for makeovers, is that noted in the material?	

**Items needed** What items do you need to take with you?

Check what items you might need:

	CDs/audiocassettes
	Videotapes
	Computer disk for graphic presentation
	Decorations
	Independent Beauty Consultant Agreements
	Team-building literature
	Guest profile sheets or guest book
	Pencils/pens/paper/stapler/tape/scissors
	Sign-in sheet for Independent Beauty Consultants
	Handouts/flyers
	Name tags
	Money bag with change
	Prizes, ribbons, etc., for guest draw and for any planned recognition

**Volunteers needed** How many volunteers do you need, for what tasks and who will be responsible for each task?

Check what tasks can be done by someone else and indicate by whom.

	Promotion:
	Registration desk:
	Planning the agenda:
	Decorations:
	Setup:
	Greeters:
	Refreshments:
	Audiovisual:
	Closing guests:
	Cleanup:

<b>Agenda</b> How is the event going to flow and who is in charge of each segment?	
Yes	No
	Do you have a written agenda?
	Have you made copies of that agenda for the other participants?
	Do you have introductions for any guest speakers?

### Program for a Typical Guest Night

There are numerous types of guest events you could plan. If you're looking for ideas on what to include in your agenda, here are some you might find helpful:

- **Welcome/Introductions**

Welcome everybody with genuine enthusiasm and introduce yourself and any other Independent Sales Directors present. If time allows, invite each Independent Sales Director to come up and give her name, where she's from and what she did before starting her Mary Kay business.

- **Recognition**

You might start by introducing the Independent Beauty Consultant who brought the most guests, then recognize all Star Consultants and the Independent Senior Beauty Consultants through DIQs as a way to present the marketing plan. Your top performers could share their I-stories with the audience.

- **Introduction of Guests**

Introduce all guests. If time permits, invite them to come up front, so they can be introduced individually. You might want to present each of them with a small token, perhaps an "I'm Special" ribbon.

- **Featured Event**

Your featured event could be:

- A presentation by a guest Independent Sales Director or an Independent National Sales Director
- The appearance in your area of someone from the Company
- The debut of a new Independent Sales Director
- A themed event, perhaps tied to an upcoming holiday
- Colour cosmetics-based activities, such as a model makeover night or fashion show

- **Marketing Plan Presentation**

The presentation of the marketing plan could be several I-stories followed by a motivational talk that focuses on the Mary Kay opportunity. It's good for the main speaker to refer to the preceding activities for examples of the many benefits that the Mary Kay opportunity offers guests.

- **Guest Draw**

Next, you can hold a draw for guests. The prize could be product in a special package. Ask the winner or winners to come forward and share with the group what has most impressed them so far in the evening.

- **Close**

The close is your opportunity for a brief team-building message.



A suggested closing dialogue can be found on Page 122.

You may want to end with an inspirational poem or brief story and thank everybody for coming. Assign an area in the room where guests can go to learn more about the Mary Kay opportunity or sign their Independent Beauty Consultant Agreements. Ask top Independent Beauty Consultants and Independent Sales Directors to meet in this area after the event to answer questions and close prospects. You'll likely want to be sure to have plenty of Independent Beauty Consultant Agreements on hand.

- **Follow-Up**

You'll likely want to follow up with all the guests who attended.



See Page 124 for more information on how to follow up with guests.

## Six Important Things to Consider

1. Choose a unit meeting location that fits within your budget.
2. Have a consistent schedule for your unit meetings, and let your unit members know that you will always be there.
3. To simplify the planning process, use the same basic agenda for your unit meeting each week and vary the presentation formats.
4. Keep the items you need for your unit meetings packed and ready to go at all times.
5. Ask your unit members for help.
6. Complement your unit meetings with periodic guest events.



# The Role of Recognition and Unit Promotions

Chapter 7

# The Role of Recognition and Unit Promotions

This chapter will focus on:

- How you might get the most out of recognition at your unit meetings
- Suggestions for planning effective unit promotions
- Inexpensive ways to reward Independent Beauty Consultants

“The desire for recognition is a powerful motivator, and exciting prizes are significant symbols of esteem.”

– Mary Kay Ash

Mary Kay was the master of recognition because she always remembered the invisible sign around people's necks that reads, “Make me feel important.” She also knew how to get the most out of recognition, because not only would she take every opportunity to recognize an accomplishment, she would also take every opportunity to educate and motivate at the same time.

## Making the Most Out of Recognition

1. Before introducing the Independent Beauty Consultant by name, talk about her accomplishment.
2. Announce her name clearly and distinctly, and ask her to come to the front of the room.

Write an introduction about an Independent Beauty Consultant in your unit and her accomplishment as if you were at your unit meeting. Really romance the accomplishment and build the anticipation. Then introduce the Independent Beauty Consultant and ask her to come to the front of the room.

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## Activity



This activity will help you learn suggested steps to use in recognizing your unit members at a unit meeting. These steps are offered by U.S. Independent Executive National Sales Director Nan Stroud.

3. Remain stationary and let her come to you so she'll be positioned in front of the audience.
4. Touch is important. You may want to hug her or let her stand beside you with your arm around her waist. If you hug her, open your arms first and let her walk into them. This makes for a comfortable contact.
5. Ask her to tell the audience how she did it. This weaves education into your recognition.

Write down what you would say to make this transition from recognition to education work smoothly.

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“To give good recognition, it is first necessary to really know your unit members and what’s important. By knowing these things, praise for each person will be unique to them. Praise the deed as well as the qualities they are developing because of the deed; for example, courage, determination and rising above rejection.”

– U.S. Independent Executive National Sales Director Karen Piro

- 6. Fill in any gaps she might have left out and then use this opportunity to briefly educate the other Independent Beauty Consultants more about the skill that was used.

Let's say that an Independent Beauty Consultant forgot to mention a part of the skill used to accomplish her task. Write down how you would mention that skill while adding any other ideas that would be helpful to know. When you fill in any gaps, make sure you don't come across as if you are correcting her.

For example:

*Not only did Susan phone-coach her hostess, she was able to kitchen-coach her as well.*

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- 7. Tell her how proud you are of her and give a specific reason. In other words, praise the activity and not the person.

For example:

*I'm so proud of Susan for conquering her fear of phone-coaching.*

Write down how you would be specific in the praise of an Independent Beauty Consultant.

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8. Affirm her, then subtly nudge her toward the next goal.

For example:

*You are a champion for the way you handled that. I just know that from now on you will have no problem making your appointments hold. In fact, I can see you now as our next unit Queen of Sales!*

Write down an affirmation of her and how you would nudge her toward the next step or goal.

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9. Always start the applause as she goes back to her seat and continue to applaud until she's seated.

For example:

*This was a big accomplishment for Susan. We're proud of you. Let's give her a big round of applause as she takes her seat!*

Write down how you would end your recognition, sending her back to her seat with a round of applause.

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Now that you've learned how U.S. Independent Executive National Sales Director Nan Stroud uses recognition, think of whether this might work for you. You might take some time to practice aloud the different ways you could recognize your unit members.

### **Achievements to Recognize at Your Unit Meetings**

If you're an Independent Sales Director who loves to lavish recognition on your unit members, you can probably think of a number of achievements to recognize. If you're looking for some additional ideas, why not consider the following?

- Highest number of selling appointments
- Highest number of team-building appointments
- Highest number of bookings
- Queen of Personal Sales
- Queen of Sharing
- Highest number of skin care sets sold
- Highest number of Mary Kay® Personal Web Site sales
- Highest sales for a group selling appointment
- Highest reorder sales
- Highest number of sales based on following up with a Preferred Customer Program mailing
- Most guests
- Helpfulness with the unit meeting
- Consistent attendance at unit meetings and Company events such as Career Conference and Seminar

You could also recognize them for achieving a Company challenge or goal, such as:

- Star Consultant
- Gold Medal
- *Perfect Start* or *Power Start*

- Grand Achiever
- New step on the career path
- New Independent Beauty Consultant

## Planning Unit Promotions

The Company offers such programs as the Ladder of Success program, the annual Seminar Courts of Personal Sales and Sharing, the Gold Medal program and *Perfect Start/Power Start*. You might consider using these programs to help build unit production and unit size.

There may be times when you might want to reach a specific unit goal or spur unit activity in a certain area. You may help that process along by creating your own unit promotions. Here are some things you may want to think about when creating unit promotions.

**Establish specific objectives and all promotional details for a promotion before you announce it to your unit.** For instance, if your objective is to motivate your unit members to increase their average weekly sales, you may want to be specific on how much you suggest those sales to be each week.

**Have a big kick-off at your unit meeting.** Explain how the promotion works and the purpose or the benefit of their participation.

**Decide on the length of the promotion.** Give your unit members a definite date for the beginning and end of the promotion.

**Romance the prize and the benefits to them.** Independent Beauty Consultants may strive to achieve a 20-cent ribbon as much as a diamond ring if you learn how to romance the prize, the recognition and the benefits of participating in the promotion.

**Promote it at every unit meeting and in every newsletter.** Display the prizes at your unit meeting, and keep a running chart each week of each individual's accomplishments. If it's the most important focus of your unit, then consider promoting it on the front cover of your newsletter with pictures of those Independent Beauty Consultants who are on-target.

**Create flyers explaining the rules you have set for your promotions.** Have flyers available at the registration desk before each meeting. Put an image of the prize in the

flyer, too. You might mail a flyer to out-of-town Independent Beauty Consultants or those who do not regularly attend your meetings.

**Share tips each week on how to achieve the challenge.** Involve your unit members by asking them for ideas on how to achieve the goal. Ask the Independent Beauty Consultants who are on-track to achieve the goal to share with the group their tips for success. You can share these tips in your newsletter or ask them to share their tips at an upcoming unit meeting.

**Challenge the team as well as the unit.** Make it a team challenge as well as an individual challenge and give special recognition to the team who wins.

**Use the promotions offered by the Company to your advantage.** If the Company is offering a prize for team building, then you may help your unit members achieve that goal by also offering a challenge to bring guests to a unit meeting. If the Company is offering a prize for wholesale sales, then you might offer a booking challenge.

**It may not be necessary to change your promotion or lower the requirements if it doesn't immediately take off.** Sometimes it just takes time and repetition for a promotion to kick in.

“Don't give away your shirts! You should select inexpensive gifts and mainly use recognition. I sincerely believe that a 40-cent gift given with a \$100 worth of recognition is a thousand times more effective than a \$100 gift given with 40 cents' worth of recognition.”

– Mary Kay Ash

### Paying for Unit Promotions

If you offer unit promotion prizes, you might want to exercise caution, as the costs could get out of hand. It may be unnecessary to spend a lot of money on prizes for your promotions. It is the recognition that comes with achieving a goal that Independent Beauty Consultants want. Like Mary Kay always suggested, learn to give those 40-cent prizes with a \$100 worth of recognition. Here are some questions you might ask yourself if you are planning a unit promotion:

- **Are you spending too much money on prizes for your promotions?** If you are, it wouldn't appear to make good business sense. A good rule of thumb is to spend no more than 5 percent of the Independent Sales Director commission you estimate you will receive from that promotion (see the following page on how you might calculate that expense).

- **Are you managing the expectations of your unit?** If you award a \$20 prize for \$250 in production one month, it might be inconsistent to award a \$2 prize for the same amount of production the next month. Remember, it's the recognition that counts, not the prize.
- **Does the prize match the results?** You won't likely want to give an expensive prize for something that took little or no effort for an Independent Beauty Consultant to achieve.

Activity



**Calculate the Cost**

Here is an easy formula that might be useful when calculating the cost of a unit prize.

Wholesale production  
 x Independent Sales Director commission  
x 5% (suggested maximum cost)  
 Cost of each individual prize  
x the estimated number of winners  
 Total out-of-pocket cost (which is still 5%)

*For example,* in a contest promoting \$500 in retail sales for the week:

\$250 Wholesale production  
x 13% Independent Sales Director commission  
 \$32.50 Subtotal  
x 5%  
 \$1.63 Cost of each prize  
x 10 Estimated number of winners  
 \$16.30 Total out-of-pocket cost

Use this formula to calculate the suggested cost of a prize for a unit promotion you're planning.

\$\_\_\_ Wholesale production  
 x\_\_\_ Independent Sales Director commission  
 \_\_\_ Subtotal  
x 5%  
 \$\_\_\_ Cost of each prize  
 x\_\_\_ Estimated number of winners  
 \$\_\_\_ Total out-of-pocket cost

### **Inexpensive Ways to Reward Independent Beauty Consultants**

Here are some inexpensive ways you could recognize your unit members offered by some successful Independent Sales Directors:

- Award a ribbon, rosette, tiara, pin or sash for something you recognize weekly and pass it on each week to a new winner.
- Provide special seating in the front row or at the head table of your unit meeting.
- Personally announce Independent Beauty Consultants' names and accomplishments during your unit meeting.
- Recognize achievers in your newsletter in print and with a picture.
- Put achieving Independent Beauty Consultants in charge of a certain portion of the unit meeting.
- Bring Independent Beauty Consultants to the front of the room at your unit meeting and let them talk to the group.
- Award bite-sized versions of candy bars, such as Bounty for a “bountiful” Mary Kay business; Red Hots for anyone on-target for Star Team Builder; M&Ms for “Mighty and Marvelous”; Tootsie Rolls for “On a Roll”; mints for “You are worth a mint.”
- Let the prize you award be personal time spent with you. It could be time spent shopping, helping her organize her office, going on team-building appointments, inviting her to your home for lunch or even a slumber party at your home.
- Call your unit members when you know they won't be home, and leave a message of praise on their voice mails.
- Praise them in front of others, especially peers, team members and Independent National Sales Directors.

### **Quick and Easy Unit Promotions**

The feeling of accomplishment Independent Beauty Consultants receive through the achievement of small contests will help them believe they can achieve bigger goals. Here are some ideas for easy, quick and fun unit promotions you might find effective:

- **Quickie Weekly Contests**

Challenge your unit to sell 10 Satin Hands® Pampering Sets or 25 skin care sets, conduct five facials or hand out 30 business cards this week.

- **Challenge Based on Education**

Issue a challenge to your unit members based on the education topic of that week's unit meeting. For example, after teaching colour application one week, challenge them to book five colour classes for the coming week. Invite them to call you when they've met the challenge. The first person to call wins a prize.

- **Beat the Independent Sales Director**

See who can beat you in retail sales in one week. Seat the winner in a place of honour at the front of the unit meeting, and have her share her secrets to success.

- **Weekly Sales Goals**

Award sales ribbons of various denominations in sales each week. You might even write on the back of them (in advance) something like, "Way to go! Love and bee-lief" and sign your name.

- **Guest Contest**

Award the Independent Beauty Consultant who brings the most guests to a unit meeting.

- **Weekly Queen of Sales, Sharing or Basics**

Award the Independent Beauty Consultant with the highest sales, the most new team members or the most skin care sets sold in a week with a tiara or a sash that's passed on each week to a new queen.

- **Booking Relay**

Invite your unit members to divide into teams and have them choose a team captain. The captain must book three appointments, then call the next member. She, in turn, must complete the assignment and call the next team member. The last team member calls you. Whichever team calls you first, wins.

- **Warm Chatter Contest**

Challenge Independent Beauty Consultants to hand out 20 business cards in one week. They must obtain names and telephone numbers in order to win.

- **Monthly Inner Circle**

Everyone who achieves \$500 in suggested retail sales during the month becomes a member.

- **Gumball Rally**

Invest in an inexpensive gumball machine and fill it with different coloured gumballs. Independent Beauty Consultants put a penny in to find out what their weekly challenge is. For example, blue is “call five customers,” green is “book one class,” yellow is “hold a facial,” pink is “book one person for a selling appointment” and red is “complete all four of the challenges.”

- **10/10 Club**

Conduct 10 classes and 10 team-building appointments in one month.

- **Sales Consistency Contest**

Choose a retail sales goal for the week, and challenge Independent Beauty Consultants to meet that goal for four consecutive weeks.

### Quarterly, Mid-Year and Yearlong Unit Promotions

You may want to consider the benefits of rewarding Independent Beauty Consultants for consistent performance in their Mary Kay businesses on a quarterly, semi-annual and/or annual basis at a special event. This event could be held at a nice restaurant or a meeting room with spouses and other special guests invited. Your unit members can dress up and socialize, but recognition can be the key focus of this function.

Here are some suggestions to make these special events work for your unit:

1. Before the quarter or at the beginning of the Seminar year, announce your plans to have a unit awards night.
2. Share the rules and romance the prizes.
3. Encourage each unit member to set a goal to be the winner in at least one category.
4. Follow up with each Independent Beauty Consultant who shares her goal with you. Discuss her progress with her periodically so that you can be a resource for her as she continues to work toward her goal.

You may want to award more significant prizes at these events than the ones you award at your weekly unit meetings. But remember, these prizes don't need to be elaborate. To help offset your costs, you may choose to charge a nominal per-person fee to attend the event.

Here are some achievements you may want to recognize at these events:

- All-Star Independent Beauty Consultants at quarterly events (those who were Star Consultants that quarter)
- All-Star Team (those who were Star Consultants all four quarters)
- Queen of Retail Sales and the Top 10
- Queen of Wholesale Sales and the Top 10
- Queen of Sharing and the Sharing Court (those who added at least five new qualified team members)
- Unit Go-Give®
- Miss Canada – the Independent Beauty Consultant who has recruited the most team members from different provinces
- Consistency Club – those who ordered at least \$225 wholesale Section 1 product every month
- Rookie of the Year – the most successful new Independent Beauty Consultant based on her annual selling and team-building numbers
- Most Improved – the Independent Beauty Consultant who had the highest percentage of improvement over last year's selling and team-building numbers
- Spouse of the Year – the most supportive spouse chosen by you based on entries submitted by your unit members
- On-Target Queen's Court of Personal Sales and Sharing – those who are on-target by mid-year to achieve the Seminar courts
- Princess Courts – those who achieve half the requirements of the Seminar courts by year-end

### Where to Find Inexpensive Prizes

There are many places you might find inexpensive prizes if you choose to reward the Independent Beauty Consultants in your unit. One place you might look is the Sales Director Order Sheet. Here you will find a variety of inexpensive jewelry, prizes and ribbons that might just be perfect for those weekly challenges.

Many Independent Sales Directors order year-end Seminar unit prizes from the Company using the Unit Seminar Awards order form. This is a great resource for beautiful prizes at a great value because the Company buys in bulk. You can order these prizes only once a year during a certain time period. *Unit Seminar Awards* brochures are distributed to all Independent Sales Directors and images of the awards are also available on the Mary Kay® Online Community.

## Six Important Things to Consider

1. Think about the cost benefits of promoting the programs offered by the Company because the Company pays for the prizes.
2. Promote your unit contests at every unit meeting, in every newsletter and in your e-mails.
3. Share tips each week on ways to achieve a promotion.
4. Use the promotions offered by the Company to your advantage.
5. Is it beneficial to spend a lot of money on prizes? The hundred dollars' worth of recognition may be more important.
6. Think about using your quarterly, semi-annual and annual awards nights to recognize consistent performers.

# Team Building: The Backbone of Your Business

Chapter 8

# Team Building: The Backbone of Your Business

This chapter will focus on:

- The many benefits of personal and unit team building and suggestions on how you might facilitate the process in your unit
- Ideas for presenting the marketing plan to groups, following up with guests and educating Independent Beauty Consultants to discuss inventory with new team members
- Suggestions for handling tough team-building situations

“I’ve found that 50 unit members is a good starting point. At 50, you have a solid base, and your unit really becomes poised for growth. Your car can turn pink, and your cheques can be nice and green as you ‘spring’ into action, growing a beautiful ‘crop’ of Independent Beauty Consultants.”

– Mary Kay Ash

Team building can be the backbone of your business. Without the growth that comes from team building, the advantages of being an Independent Sales Director could be lost. You may avoid this situation if you make personal and unit team building a priority.

## Activity

### The Benefits of Team Building



Below you will find a list of benefits that other successful Independent Sales Directors believe team building can bring to a unit. Place a check mark next to the benefits that most appeal to you.

- Personal team members are more likely to become offspring Independent Sales Directors.** They typically tend to be stronger, and they may have a better team-building mentality because they have closer ties to you.
- New Independent Beauty Consultants won't compare you with your Independent Senior Sales Director.** Independent Beauty Consultants who join your unit after your debut will know you only in your leadership role and may be more loyal to you.

- ❑ **New Independent Beauty Consultants infuse your unit meetings with enthusiasm.** They help maintain a healthy unit, supply new ideas and increase the size of your unit meetings.
- ❑ **New Independent Beauty Consultants are an outstanding source of other new Independent Beauty Consultants.** Because of their fresh enthusiasm, they want to share the opportunity with others.
- ❑ **Team building is an excellent source of income.** Just think, you can earn commission from your personal team members' wholesale orders, and you are eligible for Unit Development Bonuses.
- ❑ **The more unit members you have, the more likely your unit production will increase.** As Mary Kay said, your cars can turn pink and your cheques turn green. It also can mean the Circles of Achievement or Excellence, top Independent Sales Director trips and the position of Independent National Sales Director.
- ❑ **You'll be less likely to feel a drop in production when you offspring an Independent Sales Director.** A new offspring Independent Sales Director takes her personal team with her, just like you did. If you have a strong group of personal team members within your unit when this happens, you'll still have a productive unit and be less likely to notice any significant drop in unit production. An ideal goal is to have 30 personal team members within your unit at all times. This is the "unit-within-a-unit" concept.

Well, how many check marks do you have? Now can you see why you might want to make team building a priority?

Why not take a minute to write down the three benefits that most appeal to you? You might want to make a copy of this list and keep it next to your desk. This will help motivate you to make team building a priority every day.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Two Ways You Can Present the Marketing Plan

Your unit meetings, guest events and other guest activities are great places for prospective Independent Beauty Consultants to learn more about the Mary Kay opportunity in action. To make the most of this opportunity, you can present the marketing plan at every event. You may choose to do this either formally or informally.

### Formal Presentation

Presenting the marketing plan point by point as an actual planned segment of the event ordinarily makes it a more formal presentation.

Here's what you could say:

*We find that there are six reasons someone becomes a Mary Kay Independent Beauty Consultant. Which one appeals to you?*

### Money

*Would you be interested in a business where you control the amount of money you earn?*

Discuss the avenues of income and the fact that whether you're looking for an extra \$50 a week or \$1,000 a month, your earning potential is up to you.\*

### Recognition

*When was the last time your company or your family recognized you for a job well done?*

Discuss the fact that as a Mary Kay independent sales force member, you are consistently recognized. Whether it's with a diamond ring, a ribbon or simply with words of praise, it feels good to be appreciated.

\*As a dedicated professional, you know that every effort should be made to accurately portray the Mary Kay opportunity to prospective team members. Provincial and federal regulatory agencies may interpret exaggerated earnings claims to be misleading representations which could subject you to severe sanctions. We feel that sharing your own earnings experience is by far the most effective and believable way of approaching this subject with a prospective team member.

### Self-Confidence and Personal Growth

*Can you get excited about a business that not only can help you build your income but also your self-esteem and self-confidence at the same time?*

Discuss the opportunities you have to grow personally as well as professionally and the positive environment that encourages personal growth.

### Cars

*When was the last time you earned the use of a Career Car?*

Talk about the Career Car program.

### Advancement

*Have you ever worked very hard and were passed over for a promotion?*

Mention that with the Mary Kay opportunity, you can advance at your own pace, and the opportunity for advancement is unlimited.

### Be Your Own Boss

*Do you have the flexibility to work the hours you want to work, to be home when your children get out of school, to be your own boss?*

Discuss the freedom of being self-employed and the flexibility of working the hours you want to work.

### Informal Presentation

The informal approach of presenting the marketing plan incorporates various elements of the marketing plan throughout the meeting or event. Here are some ways you might do that:

- **Ask questions**

Ask the guests questions throughout the meeting that the marketing plan answers. For instance:

*Wouldn't you love to work your own hours and advance according to your own abilities? Well, that's what the Mary Kay opportunity offers you. How far can you go? How far do you want to go?*

- **Encourage guests to ask questions**

Provide an incentive for your guests to ask questions during the meeting. This encourages their participation and allows you to talk about the marketing plan at the same time. For instance, you can pass out tickets for every question asked about the Mary Kay opportunity. The more questions a guest asks, the more tickets she receives and the better her chances of winning. At the end, hold a draw and award a small product gift to the winner.

- **Living lineup**

Create a living lineup to visually illustrate the career path as you recognize your unit members at the same time. Start with a guest in the audience who represents a customer. Then choose members of your unit to join the lineup, starting with Independent Beauty Consultants all the way through Independent National Sales Directors. If you don't have anyone in your unit to represent a certain career path level, you can make it work by building anticipation. For instance:

*Which of these Team Leaders will be our first Future Independent Sales Director? Susie, why don't you come up here and represent our Future Independent Sales Director, and when you join our unit, you'll get to share in the excitement of who will be the first!*

- **Visualize the marketing plan**

Display posters or pass out literature to help the audience visualize the marketing plan. This helps bring the information to life.

- **Use recognition**

During the recognition portion of your event, you have the opportunity to touch on all the points of the marketing plan in a conversational way as you recognize Independent Beauty Consultants for sales and team-building activities.

Some examples are:

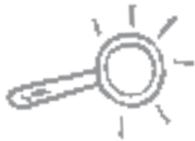
*Mary, why don't you tell us how much product you sold this week at your skin care classes?*

*Peggy, you've been increasing your income through team building. Tell us how that works.*

*Claudia just moved here from out of province, and I'm sure she would like to explain why having no territories is such a marvelous advantage.*

- **Tell an I-story**

Your personal story or an Independent Beauty Consultant's story can be a powerful way to relate the marketing plan and the benefits of a Mary Kay business.



Ideas for presenting an I-story can be found on Page 24.

- **Use video to set the stage**

You can show a Seminar or a team-building video as an introduction to the Mary Kay opportunity. The *Pink Link*<sup>®</sup> DVD - part of the *Unit Meeting in a Box* - often includes video segments that would be appropriate for guests.

- **Present the marketing plan to guests separately**

Some Independent Sales Directors take their guests aside to present the marketing plan during the education segment of the unit meeting. Just ask the guests to move to another area of the meeting room, out into the hall or into a separate room. If they haven't already done so, you can ask them to fill out a guest profile sheet. Then invite anyone interested in more information about the opportunity to stay after the meeting. You can even offer a small incentive for staying.

### Make Your Close Count

You have touched on the components of the marketing plan throughout the unit meeting or event. Now make your close really count. Here is a sample dialogue used by U.S. Independent National Sales Director Emeritus Kay Z. Hall at the end of her unit meetings and guest events:

*I don't know if this is anything you are considering for yourself. But I do know two things: Your Independent Beauty Consultant likes you enough to feel you would be fun to share this opportunity with, and she feels you have the qualities needed to succeed.*

*I invited you to stay a few minutes so we can get to know each other a little better. I will share a little about the Mary Kay opportunity and would love to hear what you think of it and our meeting.*

*We know the Mary Kay opportunity isn't for everyone; however, the more information you have, the better a decision you can make. If this isn't for you, that's OK. We want you to be able to make the best decision possible.*

*You may even think of someone else who would benefit from a Mary Kay business, and you may decide to be a "talent scout" for us.*

### Suggested Dos and Don'ts of Coaching Guests

The chances of a guest deciding to start her Mary Kay business at a unit meeting or guest event can be enhanced by the way that guest is treated before, during and after the event. Here are some suggested dos and don'ts you may want to share with your unit members.

**Before the meeting or event:**

- ❑ Do inform your guests ahead of time how everyone will be dressed and what to expect at the meeting or event. Tell them, for instance, that everyone will be dressed professionally and that information about the Mary Kay opportunity will be shared.
- ❑ Do pick up your guests and personally drive them to the meeting or event.
- ❑ Do put Mary Kay on the back burner while in the car, and spend time getting to know your guests to see how Mary Kay might best meet their needs.
- ❑ Do have guests fill out a profile sheet before the meeting starts.
- ❑ Do introduce your guests to the Independent Sales Director before the meeting or event and to as many other Independent Beauty Consultants as possible.
- ❑ Do sit close to the front.
- ❑ Do let other Independent Beauty Consultants introduce their guests to the Independent Sales Director first before you talk to the Independent Sales Director about other business.

**During the meeting or event:**

- ❑ Don't introduce your guests in a way that will make them feel uncomfortable. For example, don't say, "This is Nancy Jones, one of my customers. I sure hope she signs up tonight!"
- ❑ Do introduce them in a positive and affirming way. For example:

*I am so pleased to present Nancy Jones. Nancy was one of my very first hostesses, and she's been using our product for more than two years. Can't you tell? She has such a positive attitude and loves to look her best. Nancy, would you like to tell us a little bit about yourself?*

- ❑ Do think of statements to use wherever appropriate when portions of the marketing plan are presented to help enhance enthusiasm for the opportunity. If you need ideas, here are a few suggestions:

- You love the product!
- Do you realize how much you've spent with me this last year?
- You owe it to yourself.
- There's never been a better time to start a Mary Kay business.
- We would have so much fun together!
- I would love for us to team up together!
- I will help you every step of the way.

**After the meeting or event:**

- Do bring your guests to the Independent Sales Director before leaving so that she can assess their interest in hearing more about the opportunity.
- Do save any questions you might have for the Independent Sales Director until after she's said goodbye to all the guests.
- Do ask your guests on the drive home if they had fun, what they liked, what appealed to them most and if they had any questions. Then give them a team-building packet.
- Do call your Independent Sales Director after the meeting to discuss your guests' interest level.

**The Importance of Following Up With Guests**

Often an Independent Beauty Consultant in your unit will seek your assistance in helping her follow up with her unit meeting guests, which may, in turn, help her build her team. If so, here is some information offered by other Independent Sales Directors that you might find helpful.

In your experience, you've probably found that if a guest is interested enough to come to a Mary Kay event, she's probably interested in becoming an Independent Beauty Consultant. Effective guest follow-up may help you assess a guest's interest level, address her concerns and close her.

It's helpful if the Independent Beauty Consultant who invited the guest does her part during the ride home as suggested above. But oftentimes, an Independent Beauty Consultant might seek your assistance in helping her follow up with one of her guests. If she does, you might help your unit member follow up with the guest right after the meeting; or you could follow up by phone or in person within a day or two of the event.\*

If you are unable to close a guest at an event, here are some tips you might consider sharing with your unit members to prepare the guest for a follow-up call or visit:

- Try to meet with each guest before she leaves the meeting or event to assess her level of interest.
- Make sure she's filled out a guest profile sheet and that she has team-building information to take home with her.
- Ask permission to call her for feedback on the meeting. Asking permission helps relieve the guest of any pressure she may feel and lets her know what to expect when you call. Make sure you ask her when would be the best time to call and what phone number to use.
- Talk to the inviting Independent Beauty Consultant for any more information about each individual guest later that evening or the following day. Use that information in follow-up telephone calls or in face-to-face appointments.
- Whenever possible, have the Independent Beauty Consultant participate in the follow-up appointment. This gives her an opportunity to learn the team-building process from the best team builder in the unit — YOU!
- Call each guest within a day or two of the meeting or event to thank her for coming.
- Write a thank-you note or send an e-mail to each guest and include information about upcoming events.

\*Prior to contacting referrals via telephone or e-mail, we strongly recommend you confirm that such communication complies with the National Do Not Call List Rules and applicable privacy legislation. For more information on these subjects, please refer to *Legal Ease* and the FAQs regarding Canada's National Do Not Call List posted on the Mary Kay® Online Community. Otherwise, Mary Kay always recommends face-to-face contact, which should help you avoid any issues with these types of regulations.

### Sample Phone Dialogue for Following Up With Guests

U.S. Independent National Sales Director Nancy Moser provides this dialogue for following up with a guest by phone:

When she calls her guests, Nancy identifies herself and asks permission to visit a few minutes, thanks them for attending her meeting and says:

*May I ask for your feedback on our unit meeting and the marketing plan so that I can be a better Independent Sales Director? What impressed you about the meeting? And what did you like the best?*

Nancy uses these questions as icebreakers and to build rapport. She continues:

*Is there anything you might change or add to help our guests learn and feel even more comfortable? May I ask what impressed you about the marketing plan?*

At this point in the conversation, Nancy knows objections will be voiced. Nancy's rule of thumb is to overcome the objections. However, on the third objection, Nancy asks another question.

*Hypothetically, if you were to begin this business now, why would you want to and what would benefit you?*

Since the answer about a hypothetical benefit is usually money, Nancy has this reply:

*Great! I can teach you how you can earn money in your Mary Kay business. Could I help you learn how to find the time, too?*

*The next step would be for you to complete an Independent Beauty Consultant Agreement, get together with me for your education and, in no time, you will be ready to begin your business.*

If the person says “not yet,” Nancy invites the guest to the next event – perhaps a breakfast or quarterly awards presentation. If the answer is just “no,” Nancy asks permission to invite the woman to a function at some time in the near future.

### Empower Your Unit With Team-Building Skills

As an Independent Sales Director, you’ll likely want to consider the benefits of continuing to build your personal team. As your unit grows, however, you may spend more and more of your time helping your unit members build their teams. Your goal may be to empower them with their own team-building skills so they have the confidence to build their own teams, their own units and eventually their own areas. Here are some ideas you might try:

- Encourage new Independent Beauty Consultants to build their teams from the very beginning. Explain to new Independent Beauty Consultants how to become an Independent Senior Beauty Consultant, and challenge them to schedule three team-building appointments during their first month in business.
- Share the full-circle approach to skin care classes: that in addition to selling sets and booking appointments, the purpose of a skin care class is to share the opportunity with at least two people, one being the hostess.
- Educate Independent Beauty Consultants on how to assemble a team-building packet. What you suggest they put in their packets is up to you, but you’ll likely want to include a variety of materials that will appeal to all personality types. You also might want to encourage Independent Beauty Consultants to *use* these team-building packets and send them to their out-of-town friends and family members; and teach them how to follow up!

**“We have to multiply ourselves, and that means empowering others. We limit our growth when we try to do it all. We energize our growth when we teach others how to grow and encourage them to build themselves.”**

**– U.S. Independent Executive  
National Sales Director  
Nan Stroud**

### Four-Point Recruiting Plan

1. **ASK** the hostess before every skin care class, “Who is coming today who might be interested in doing what I do?”
2. **PRESENT** your heartfelt, enthusiastic I-story at each class. Share how you began your Mary Kay business and what it means to you.
3. **SELECT** at least one person at every class and offer her the opportunity.
4. **OFFER** the hostess a product gift for any person she suggests who becomes an Independent Beauty Consultant.

- Introduce them to the four-point recruiting plan. This formula for team building was developed by Mary Kay Ash and is as effective today as it was in 1963. Educate them on how to incorporate it into skin care classes by role-playing each point.

### Additional Ways to Facilitate the Team-Building Process

There are many other ways you can encourage and facilitate the team-building process within your unit. Here are some examples compiled from other Independent Sales Directors:

#### **Independent Beauty Consultants build their teams when they have reasons to, so constantly give them reasons.**

- Paint the picture of the rewards available when they build their teams: the opportunity to earn the use of a Career Car, potential additional income, becoming an Independent Sales Director.
- Always sell the dream of being an Independent Sales Director. You have to love what you're doing and let it show. Talk about what it's like to be an Independent Sales Director and all the rewards that come with it.



For more tips on how to sell the dream, turn to Page 169.

- Recognize team-building efforts at unit meetings and in your newsletters. For example, recognize the Independent Beauty Consultant with the most guests at every meeting or the one who conducted the most team-building appointments.
- Promote the Independent Senior Beauty Consultant pin enhancer at the beginning just as you do the *Perfect Start* and *Power Start* pins.
- Recognize the recruiter when you are giving praise to her personal team member. For instance: “I know no one is prouder of Sue than her recruiter, Jane.”

- Hang a special poster at your unit meeting and include a star with each Star Recruiter's name and picture on it. As she climbs up the career path, move her star up to the next rung of the ladder. Make a big deal of this at your unit meetings, and have her come up front to ceremoniously move her star. It's great motivation for her to move to the top with lots of recognition and applause!

### Provide team-building opportunities.

- At one of your unit meetings, invite your unit members to bring their sales tickets and identify all basic skin care customers who have reordered in the last two or three months. For every 10 basic skin care customers, ask an Independent Beauty Consultant to give you one name\*. Then, you might consider offering to set up a team-building appointment with the customer, and take the Independent Beauty Consultant along to learn from you. Of course, if the customer enters into an Independent Beauty Consultant Agreement, she'll be that Independent Beauty Consultant's new team member.
- Hold a team-building contest in your unit for a special prize. When an Independent Beauty Consultant adds a certain number of qualified team members to her team in one month, she's eligible to win the special prize. You can repeat this contest as many times as you wish to help build your numbers.
- Suggest a monthly plan of action for your unit. For example, set a goal to add eight new unit members in one month. Your unit will work together when they have a team goal to strive for. It will happen if you plan for it to happen!
- Hold a *Career Coffee* or a *Pizza and Possibilities* night at your home. Have Independent Beauty Consultants bring their guests. You can serve coffee and treats or pizza, show a Seminar DVD or one of the Company's team-building DVDs, and present the marketing plan.
- Hold various guest events periodically.



More information on guest events can be found starting on Page 91.

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## Conducting Team-Building Appointments for Unit Members

The best way to introduce team-building skills to Independent Beauty Consultants is to let them observe or listen to you present the Mary Kay opportunity for them. You might even make this part of their orientation process. Suggest that a new Independent Beauty Consultant set up three team-building appointments during her first month in business. By observing you or her recruiter conduct the first team-building appointments, she learns the steps and can conduct the last appointment herself. She can add her first team member, earn her Independent Senior Beauty Consultant pin enhancer and feel confident conducting appointments on her own. These team-building appointments can also be done over the phone via three-way phone conversations.

If a unit member seeks your assistance in helping her conduct a team-building appointment, here are some things you might want to keep in mind:

Consider the benefits of educating Independent Beauty Consultants on how they can help their new team members get off to a great start. You can give them a copy of this Team-Building Checklist and encourage them to follow through on each step.

### Team-Building Checklist

- 1. Don't overwhelm the prospective team member by introducing more than one personality at a time.** One of you should be in charge of the discussion, and the other should observe and listen.
- 2. Conduct the first few appointments and let the Independent Beauty Consultant observe.** Coach the Independent Beauty Consultant to observe how you ask questions to determine the prospect's "hot buttons," personalize the information according to her needs, handle various objections, and adapt to new and different situations.
- 3. Let the prospective team member know why you are there.** This not only explains your presence to the prospect, but also assures the prospect that you will be there for her when she needs your help. You might want to start the conversation off with this dialogue:

*I am helping Tina today. She's interested in moving up the career path, and she's here to learn how to present our opportunity. Thank you for letting me talk with you on her behalf.*

- 4. Whenever the Independent Beauty Consultant feels comfortable, dovetail portions of the appointment to her.** This gives her security knowing that you are there to step in if needed. You'll want to be careful not to correct her in front of the prospect. You might say something like this:

*In addition to what Jill said about the avenues of income, let me add this.*

Then go ahead and explain what Jill might have left out.

- 5. When she's comfortable conducting portions of the appointment, give her the responsibility for the entire appointment.** This allows her to prove to you and to herself that she's learned the skills.

### Suggested Steps for a Team-Building Appointment

These are some suggested steps for a team-building appointment that you may want to share with your unit members:

1. Start off by asking neutral questions to help break the ice. This helps build rapport.
2. Explore what her needs and wants are by asking more questions and letting her talk.
3. Listen for clues that will reveal her "hot buttons."
4. Share information about the marketing plan tailored to her wants and needs.
5. Overcome any objections or concerns.
6. Invite her to become an Independent Beauty Consultant.
7. If she agrees to become an Independent Beauty Consultant, then outline her next steps.
8. If she isn't interested in becoming an Independent Beauty Consultant at this time, thank her for her time and for being such a good customer, and ask her if she would be interested in being a "talent scout" for you.

If she decides to become an Independent Beauty Consultant, the next steps for her might be:

1. Fill out the Independent Beauty Consultant Agreement.
2. Pay for and order the Starter Kit.
3. Decide if she'd like to attend New Independent Beauty Consultant Orientation.
4. Make a business decision on ordering inventory.

**6. After the appointment, provide feedback that will help her in conducting future appointments.**

**When Is the Right Time to Discuss Inventory?**

When an Independent Beauty Consultant adds a new team member, she may seek your input in discussing the various inventory options available to new Independent Beauty Consultants. If so, one thing you might suggest is the importance of not waiting too long for this discussion. Many Independent Sales Directors find that the more time that passes between when the Independent Beauty Consultant Agreement is signed and when an inventory decision is made, the less likely a new team member is to make an appropriate investment because fear has set in.

“What is the definition of teaching? It’s telling them how, showing them how and letting them show you they know how.”

– Mary Kay Ash

Many Independent Sales Directors like to wait until after the Independent Beauty Consultant Agreement is signed and the Starter Kit is paid for before they discuss inventory options. They believe this helps to avoid overwhelming the new team member with too many decisions to make all at once.

Another thing you might want to share with Independent Beauty Consultants is the importance of answering any questions that might arise about inventory options during the team-building appointment. A prospective team member would surely appreciate knowing that inventory is something she may want to consider. Here’s a suggested dialogue that you may want to share with your unit members:

*The only cost to get started in your Mary Kay business is the cost of the Starter Kit, which contains many of the tools you’ll need to run your business. The Starter Kit doesn’t come with product to sell to your customers. While there are no requirements, many Independent Beauty Consultants do choose to start their businesses with inventory. How much you start with is up to you, and you can determine that by how many customers you plan to facial each week. We can go over that in detail later.*

## Steps in an Inventory Discussion

Independent Beauty Consultants may be more comfortable listening to you conduct an inventory discussion. Here is a sample opening dialogue you might want to share with them.

*Remember when we talked about the Starter Kit? I said it contained many of the tools you need to hold your first few selling appointments, except maybe some cotton balls and washcloths, but it didn't include product to sell to your customers. Do you remember when you had your facial? Didn't you appreciate being able to take that product home with you that night? That's because I had inventory on hand.*

You might then share with them these 10 reasons why it makes good business sense to invest in inventory. These reasons are offered by U.S. Independent Senior National Sales Director SuzAnne Brothers. They are:

1. You can provide immediate delivery of product to your customers.
2. You save time by not having to make deliveries later.
3. You have the potential to achieve greater sales because impulse buyers want their product now – and you'll have the product available when they want it.
4. It's good customer service to have product on hand at the time the customer wants it.
5. The actual product in hand increases your knowledge of what it does and what it is just by reading the labels.
6. Having enough product encourages you to be your own best customer. You become a walking advertisement for your Mary Kay business.
7. You develop an abundance mentality that allows you to upsell other products because you have those products on hand.
8. You feel more motivated and committed to your Mary Kay business with inventory on your shelf.
9. You can qualify for product bonuses from the Company.
10. You feel like a winner from the very beginning by achieving Star Consultant status.

Then you can say,

*Can you see how it's to your advantage to have product on hand? Do you think you'd like to do business that way? Good. Then it's just a matter of how much, and that's determined by how much time you plan to invest in your Mary Kay business.*

At this point, you might walk her through these suggested steps in an inventory discussion.

### **Step One — Who Do You Know?**

Help the new Independent Beauty Consultant determine how many people she knows who can immediately serve as prospective hostesses. Encourage her to fill out a contact list. You'll likely want to be prepared with ideas of whom to consider, such as co-workers, family members, friends, neighbours, church members, mothers of her children's friends, etc.

### **Step Two — It's Your Time; Invest It Wisely.**

In this step, you can discuss with the new Independent Beauty Consultant the average time it takes to conduct selling appointments as well as how many people are usually in attendance. You may want to provide a personal example of your average class or facial sales. This helps the new Independent Beauty Consultant see the potential of this business based on her activity level and efforts.

### **Step Three — How Many Customers?**

In this step, you might help the new Independent Beauty Consultant calculate how much product she'll need by determining the number of customers she'll see per week. She does this by deciding how many classes and facials she'd like to fit into her schedule.

### **Step Four — How Much Inventory Do You Need?**

In this step, you'll want to explain each inventory option and focus on the product bonuses and incentives that come with each option. You'll also want to emphasize the number of customers that each option can cover and relate it back to the number of customers the new Independent Beauty Consultant plans to see each month, which was determined in Step Three.

### Step Five — Let's Make It Happen!

In this step, you'll want to outline the choices available to help pay for inventory. The options may be credit card, bank loan or personal loan from a family member or friend.

After going over the various inventory options, a new Beauty Consultant might want to discuss this decision with someone such as her husband. You might say,

*Is your husband an integral part of making this decision? If so, we can set up a time that's convenient for both of you, and I can discuss the options.*

Many times a husband can see the benefits of a full inventory when his wife can't. This is also an excellent opportunity to meet her husband and for him to meet you. Establishing a relationship with the husband from the beginning can help you in the long run.

If she's ready to place an inventory order, you might tell her something like:

*If you'd like me to, I would be happy to assist you in completing your first order. I could give you an idea of what sells the most. I want you to know that if you need me, I'm here to help you so that you're not out there all on your own. Do you have any questions at this point? Well, I'll take you one step at a time.*

Notice in this discussion how the Independent Sales Director led the new Independent Beauty Consultant step-by-step through the inventory process, yet she was never intimidating. She constantly reassured her, telling her that she'd be there every step of the way.

### Team Building and the Golden Rule

Chances are that at some point you might find yourself in the middle of some tough team-building issues. As an Independent Sales Director, you can help alleviate some of these issues if you teach your unit members from the very beginning Mary Kay's philosophy of using the Golden Rule as their guide.

Some team-building situations can be alleviated before they ever become issues if you offer these tips to new Independent Beauty Consultants early on:

**1. Qualify your customers and potential team members.**

Whenever you meet a customer or potential team member, you'll want your first two questions to be:

*Do you currently have a Mary Kay Independent Beauty Consultant who serves you?*

*Has anyone ever offered you the Mary Kay opportunity?*

If the answer is “yes” to either of these questions, you might consider following the Golden Rule and referring that prospect back to her Independent Beauty Consultant, even if she lives in another city.

**2. Establish a relationship with your customers.**

Merely giving someone an Independent Beauty Consultant Agreement or selling her a mascara once with no follow-up customer service does little to foster a healthy business relationship. Consider establishing relationships with your customers by offering them excellent customer service and layering them with team-building materials.

**3. Refrain from recruiting relatives of active Independent Beauty Consultants.**

Because it is strongly encouraged that relatives stay in the same unit, it is advised not to recruit relatives of active Independent Beauty Consultants.

**4. No one person will make or break your business.**

When you treat others as you want to be treated, it may mean giving up something that you would like to have, like a potential team member or hostess. Remember, no one team member, customer or hostess is going to make or break your business.

**5. Refrain from selling to other people's customers.**

If someone attends one of your skin care classes and tells you that she has an Independent Beauty Consultant, you may want to sell her product that day in order to help the hostess, but refer her back to her Independent Beauty Consultant for any future purchases.

## What's the Mary Kay Way?

## Activity

Take a look at the following questions. How could you advise an Independent Beauty Consultant to handle these situations if she came to you for guidance? Circle the answer you feel best represents the Mary Kay way of handling each situation. Turn to Page 139 for the answers.



1. Susie Independent Beauty Consultant's prospect tells her that she doesn't want to be recruited by her established Independent Beauty Consultant; she'd rather be recruited by Susie Independent Beauty Consultant. What might be the Golden Rule way to handle this situation?
  - a. Refer the prospect back to the established Beauty Consultant because the established Beauty Consultant facialed the prospect and shared team-building material with her.
  - b. Refer her back to the established Beauty Consultant because even though the established Beauty Consultant only sold her a mascara once several years ago, she's still her Beauty Consultant.
  - c. Susie Independent Beauty Consultant should go ahead and recruit the prospect. After all, it's the prospect's decision to make.
  
2. After referring her back to her established Beauty Consultant, the prospect still says she wants to sign with Susie Independent Beauty Consultant. In fact, she tells Susie that she won't sign her Independent Beauty Consultant Agreement with anyone unless she can sign with her. What might be the Golden Rule way to handle this situation?
  - a. Susie Independent Beauty Consultant should go ahead and recruit her because she did make an effort to refer her back to the established Beauty Consultant.
  - b. Try to find out the real reason why the prospect doesn't want to sign with her established Beauty Consultant. If it's truly a valid reason, then go ahead and sign her. After all, it's really the prospect's right to sign with whomever she wants.
  - c. Refer the prospect back to the established Beauty Consultant even though it might mean that Susie Independent Beauty Consultant and the established Beauty Consultant will more than likely lose a team member.

“There is a right way and a wrong way to do almost everything. The right way will always be clear if you ask yourself this question: How would I want to be treated if I were in her shoes? If you do this, you will always know how to handle difficult situations.”

– Mary Kay Ash

- 3.** A long-time customer of Susie Independent Beauty Consultant announces that she's become an Independent Beauty Consultant under someone else. What might be the Golden Rule way to handle this situation?
  - a.** Have Susie Independent Beauty Consultant call the other Independent Beauty Consultant, explain the situation and try to arrange a transfer of the new team member back to her.
  - b.** There's nothing that can be done. Susie Independent Beauty Consultant dropped the ball by not serving her customer as well as she should have.
  - c.** Have Susie Independent Beauty Consultant congratulate her long-time customer and move on.
  
- 4.** Another Independent Sales Director tries to recruit one of your prospects. What might be the Golden Rule way to handle this situation?
  - a.** You don't want to create an uncomfortable situation with a sister Independent Sales Director, so you don't say anything.
  - b.** Call the other Independent Sales Director, explain the situation and ask for her support in observing the Golden Rule.
  - c.** Break off communications with the other Independent Sales Director.
  
- 5.** An adopted Independent Beauty Consultant asks to become part of your unit. What might be the Golden Rule way to handle this situation?
  - a.** Encourage her to drop out for a year and then sign back on with you.
  - b.** Explain that you will always be there for her, but being a part of your unit is not an option.
  - c.** Call the commissioned Independent Sales Director, and suggest that she take better care of the adoptee.
  
- 6.** Two Independent Beauty Consultants in your unit try to recruit the same person and want you to decide whose Independent Beauty Consultant she is. What might be the Golden Rule way to handle this situation?
  - a.** Let the Independent Beauty Consultant who has the fewest team members take the prospect.
  - b.** Let the prospect decide.
  - c.** Refer the new team member to the Independent Beauty Consultant who first facialed her and shared team-building material with her.

**Answers:**

**1. a** might be the Golden Rule way to handle this situation.

Mary Kay always believed that if an established Independent Beauty Consultant has facialed a prospect and shared team-building information with her, then that prospect should be referred back to her established Beauty Consultant. If the only established relationship is that the prospect purchased a mascara once several years ago, then Mary Kay felt that the prospect was free to be recruited.

**2. b** might be the Golden Rule way to handle this situation.

This is a really tough one, but Mary Kay always believed that the Golden Rule worked both ways. Perhaps there is a personality conflict or an ethical reason why the prospect doesn't want to sign with her established Independent Beauty Consultant. If that was the case, you might recommend that Susie Independent Beauty Consultant explain the situation to the established Independent Beauty Consultant. Golden Rule thinking might be for the established Independent Beauty Consultant to realize that for some reason this prospect is not going to recruit with her, and she should consider letting the prospect go with someone she can truly work with.

**3. c** might be the Golden Rule way to handle this situation.

If an Independent Beauty Consultant has served her customer well, which includes layering her with team-building material, and the customer recruits with someone else, there's nothing much that can be done. Mary Kay always cautioned against placing the customer in an awkward situation. She once said, *Have the maturity to realize that your success or failure will never, ever depend on gaining any one customer, hostess or team member.*

**4. b** might be the Golden Rule way to handle this situation.

Mary Kay always believed in the importance of preserving the relationship between sister Independent Sales Directors. It might be an uncomfortable call to make, but here is something you might say:

*I'm sure that you're not aware of this, but Ellen is one of my prospects. She tells me that you've been trying to recruit her into your unit. I need your support in this situation. Ellen doesn't need to worry about "shopping around" for a unit. How can you help me make sure this doesn't happen?*

If the Independent Sales Director refuses to cooperate, there is not much else you can do. Let your prospect go and remember, no one person will make or break your business.

**5. b** might be the Golden Rule way to handle this situation.

Because Mary Kay believed so strongly in the importance of the adoptee program and in not stealing one another's team members, you might want to explain to the Independent Beauty Consultant how lucky she is to have two Independent Sales Directors who care so much about her success.

**6. c** might be the Golden Rule way to handle this situation.

You'll want to find out the facts first, then think about how Mary Kay might handle it. You may want to volunteer to go on the next few team-building appointments with the relinquishing Independent Beauty Consultant so that she can have a new team member right away.

## Six Important Things to Consider

1. Every morning ask yourself, "Whom can I share the opportunity with today?"
2. Think of the benefits of incorporating the marketing plan throughout your unit meetings and guest events.
3. Help Independent Beauty Consultants learn the team-building skills they need to build their own teams, units and areas, and provide plenty of opportunities and motivation for them to build their teams.
4. Share with Independent Beauty Consultants the benefits of coaching their guests before, during and after an event.
5. If a guest is interested enough to attend a unit event, chances are she's interested enough to become an Independent Beauty Consultant, so follow up with every guest.
6. Using the Golden Rule as your guide may help when handling difficult team-building situations.

# Educating Independent Beauty Consultants

Chapter 9

## Educating Independent Beauty Consultants

This chapter will focus on:

- How you might offer assistance to new Independent Beauty Consultants to help them avoid giving in to fear during their first few days of business
- Suggestions for conducting New Independent Beauty Consultant Orientation
- Ways you can build Star Recruiters through Pacesetter classes

“Without a doubt, the most rewarding aspect of my life is to watch a woman start out as a tight little rosebud, sometimes too inhibited to even tell me who she is, and after six months of praise, encouragement and recognition by her recruiter and Independent Sales Director, she blossoms into a poised, beautiful woman. All because someone helped her reach down within herself and bring forth her God-given talents and abilities.”

– Mary Kay Ash

Watching Independent Beauty Consultants blossom into poised, beautiful women can be one of the most rewarding aspects of being an Independent Sales Director. Praise, encouragement and recognition aid that process. And so does any education you might provide, because an educated Independent Beauty Consultant is a successful Independent Beauty Consultant. She's confident in her ability and credibility. And she's apt to be more committed to her business and to bringing others along with her.

As an Independent Sales Director, there might be many opportunities to educate your unit members, starting with brand-new Independent Beauty Consultants.

### Welcome Packets: Your Secret Weapon to Combat Fear

Some of the most important Independent Beauty Consultants in your unit can be brand-new Independent Beauty Consultants. Personally bonding with them and infusing them with your enthusiasm can help ensure a good start to their success. Many successful Independent Sales Directors have shared that welcome packets provide an awesome opportunity to begin this process. During the first several days, a new Independent Beauty Consultant is waiting – waiting for her Starter Kit and product to

arrive and, perhaps, waiting for New Independent Beauty Consultant Orientation and her first unit meeting. And while she's waiting, fear can set in.

## The Emotional Stages of an Independent Beauty Consultant

According to U.S. Independent Senior National Sales Director Rena Tarbet, most Independent Beauty Consultants go through these emotional stages many times as Independent Beauty Consultants, especially during the first few weeks after signing their Independent Beauty Consultant Agreements.

- Stage 1: Excitement** – You've caught the vision of where you can go and what you can do with the Mary Kay opportunity. You don't know or understand how it will all come about, but you just know that it will. Nothing can stand in your way!
- Stage 2: Frustration** – Things aren't going as fast as you'd like them to. Can you relate to this? Of course you can. We've all been there. We get impatient. We tell ourselves that nobody wants to book a class or buy Mary Kay® product.
- Stage 3: Crisis point** – Do you throw in the towel and throw out your Starter Kit, or do you get your head straight and work through it? Do you tell yourself that unit meetings are the last place you want to be since you haven't done anything to deserve recognition? Or do you tell yourself that the unit meeting is just what you need to get your act back together?
- Stage 4: Recommitment** – You've made it! You've recovered from the situation, and you're stronger for it. You've recaptured your dream, you're excited again and you're ready for the next opportunity. One thing is certain: Each time you slip into frustration, your trip back to stage one gets easier and quicker because you know the way.

One way to combat that fear is to recognize it before it's had a chance to set in. After a new Independent Beauty Consultant signs her Independent Beauty Consultant Agreement, you might take her by the hand and say,

*Now I have to tell you. You just finished step one. Step two is typically panic. You have made a decision to do something that you haven't yet learned how to do. If it hasn't hit you yet, you're probably more confident than most. Now we can move on to step three.*

Step three could be giving her one of your welcome packets and suggesting that she read the material. If you think that a welcome packet is right for you, then you'll want to consider the benefits of making sure that every new Independent Beauty Consultant receives a welcome packet within a day or two of signing her Independent Beauty Consultant Agreement.

Think about the benefits of making the contents of your welcome packets informational, educational and motivational. You might be careful not to include too much because you don't want to overwhelm her. Here is a list of items you might consider including:

**Welcome letter**

Include a brief personal greeting and reaffirm her decision to become a Mary Kay Independent Beauty Consultant. Let her know your unit number, unit name, Seminar affiliation and whether she's in an Independent National Sales Director's area or in the Go Give Area. Encourage her by letting her know that you are there to help her at any time and suggest that she be patient. This is a new adventure, and it will take a little time before she feels completely confident.

**Biographical sheet on you**

Include information about you, what you did before starting your Mary Kay business, when you started and why, some of the highlights as well as any personal information you want to share about you and your family.

**Unit schedule of events**

Include information on any unit functions you may hold including unit meetings, New Independent Beauty Consultant Orientation and anything else she might want to attend. You might include directions and maps.

❑ **A list of actions that can be taken before the Starter Kit arrives**

Sometimes inactivity breeds negativity, so give her ideas on some things she might do. This might be a challenge: perhaps to make three sales using *The Look* brochure. You might offer her the opportunity to observe you or her recruiter conduct a skin care class.

❑ **Contact list**

Suggest that she fill out a blank contact list so that she can hit the ground running when her Starter Kit arrives. She can make a list of people she could invite to her Business Debut and to be her first hostesses.

❑ **The Business Debut checklist and invitations**

These items encourage her to start her business in a way that will help her get bookings and sales and will propel her toward her *Perfect Start* or *Power Start*.

❑ ***Weekly Accomplishment Sheet/Weekly Plan Sheet***

This helps her start planning how she can fit Mary Kay into her life. You might consider including a *Weekly Accomplishment Sheet* and a *Weekly Plan Sheet* that have already been filled out to use as examples.

❑ **Suggestions for organizing a home office**

Suggest ways she can organize her home office to help make her business run more smoothly.

❑ **New Independent Beauty Consultant Coaching Sheet**

Invite her to fill one out and return it to you. It may help you understand what her “hot buttons” are and how to work with her.

❑ **Welcome audios**

An audio recording allows a new Independent Beauty Consultant to hear your voice and feel an immediate connection with you. It may be an especially effective tool to help establish a relationship with out-of-town Independent Beauty Consultants.

Consider making your welcome message brief, perhaps 20 or 30 minutes in length. You might include the following:

- Unit history and personal I-story
- An inspiring story about your Independent National Sales Director or an Independent National Sales Director who has inspired you

- Seminar affiliation
- When, where and why she might want to attend unit meetings
- Usefulness of *Weekly Accomplishment Sheets*
- Usefulness of any written materials you enclose
- What a new Independent Beauty Consultant can do while waiting for her Starter Kit to arrive
- Plan for communicating in the future

❑ **Information about unit and Company promotions**

You might include information about programs and promotions offered by the Company, such as *Perfect Start*, *Power Start*, the Star Consultant program, the Gold Medal program, Queens' Courts of Personal Sales and Sharing and Grand Achiever, as well as any of your own unit or area contests or promotions.

❑ **Star Consultant brochure**

This gives her something to dream about and helps her set one of her first goals.

❑ **Ready, Set, Sell! brochure**

Helps her visualize the various inventory options as well as the product bonuses available with each option.

❑ **The Look brochure**

Not only does this brochure help teach a new Independent Beauty Consultant about the product available from the Company, she can also use it as a catalogue and start taking orders from friends, family and co-workers while she's waiting for her Starter Kit to arrive.

❑ **Mary Kay® Personal Web Site Program**

Lets her know that she can supplement her income by developing a Web-based business with little investment.

❑ **Legal Ease brochure**

A new Independent Beauty Consultant gets business off on the right track by outlining key issues and principles that might impact her Mary Kay business.



A copy of the *Legal Ease* brochure is available on the Mary Kay® Online Community.

Always be prepared! Have several welcome packets preassembled and ready to go. In fact, you might want to think about asking someone to help you with this task.

### ❑ Spouse letter

If the new Independent Beauty Consultant has a spouse, you might include a letter to help him better understand the Mary Kay opportunity. You might mention that her success is reflected not only in the potential for additional income but also in the sense of self-satisfaction that she can receive from a Mary Kay business. Let him know that his support of her new business is important to her success. You can also mention the importance of inventory and that you are available to offer advice on anything she may have questions about, such as how to sell product and manage her business wisely. Let him know he is welcome to attend any function and that you are available to answer any questions he might have.

## New Independent Beauty Consultant Orientation

Many successful Independent Sales Directors suggest that New Independent Beauty Consultant Orientation may provide many benefits for you and the new Independent Beauty Consultants in your unit. In addition to providing education, New Independent Beauty Consultant Orientation may also help you accomplish the following:

- Bond one-on-one with her
- Help her build self-confidence and belief in her ability to achieve
- Guide her into creating good habits for future success by encouraging her to attend unit events, bring guests to unit meetings and build her team
- Help her sort through the information she's received since she signed her Independent Beauty Consultant Agreement
- Help her focus on what's most important to her
- Encourage her to take it one step at a time
- Praise her achievements
- Give her new challenges

You might not want a new Independent Beauty Consultant to wait until her Starter Kit arrives or until the next scheduled orientation session begins to start learning the basics. In addition to a welcome packet, you or her recruiter could loan her a copy of the latest Independent Beauty Consultant educational piece.

### When to Hold Your Orientation Sessions

If you choose to hold New Independent Beauty Consultant Orientation sessions, you may want to keep your schedule and the availability of the new Independent Beauty Consultants in mind when it comes time to schedule them.

Here are some options to consider:

- One hour every week before your unit meeting, covering topics on a rotating schedule.
- The same night and time of your unit meeting, but held in a separate room and taught by a seasoned Red Jacket Independent Beauty Consultant, covering topics on a rotating schedule. After completion, Independent Beauty Consultants “graduate” into the unit meeting.
- One night every week on a night other than your unit meeting, covering topics on a rotating schedule.
- One Saturday a month, covering all topics.

### Preparing for Orientation

You may want to keep the items you’ll need for orientation packed in a tote bag and ready to go at all times. Here are some items you might consider including:

- Red Jacket for display
- Career Car Poster
- Product for display
- Notepads/pencils
- Independent Beauty Consultant educational material

### Suggested Topics to Include in Your Orientation

New Independent Beauty Consultant Orientation doesn’t have to be time-intensive or cover every detail to help a new Independent Beauty Consultant get off to a great start.

New Independent Beauty Consultants may learn a lot of the basics, such as booking, coaching, selling and team building, during the education segments of your unit meetings and by observing you or their recruiters conduct selling appointments. It's important for the recruiters of new Independent Beauty Consultants to also assist in the education process. For instance, they can explain the benefits of the *Weekly Accomplishment Sheet* and go through the Starter Kit with them when it arrives.

It may not be necessary to duplicate in your orientation sessions what's already available to new Independent Beauty Consultants in their educational materials. Instead, you might suggest activities for them to do separately, freeing you up in your orientation sessions to reinforce what they've learned by using role-play and other interactivity.

Topics you might cover during your orientation sessions are:

**Company history** – You might include Mary Kay's philosophies and principles and how the Company was started.

**The four habits of success** – Many Independent Sales Directors believe these are: attend meetings, work your business consistently, keep a positive attitude and look to others, especially your Independent Sales Director, for advice when necessary.

**The importance of image** – You might include suggested attire, actions, meeting etiquette, etc.

**Communication with you** – Discuss how they can communicate with you and how you will communicate with them. You may want to give them your phone number, fax number, email address and your office hours. Explain your newsletters and your meeting schedule and how you work with those who work with you.

**Office and time management** – Suggest ways they might want to organize their businesses, including the benefits of using a *Weekly Accomplishment Sheet*, a *Weekly Plan Sheet* and a datebook.

“The offspring Independent Sales Directors in my area learned their skills by accompanying their new team members to my orientation sessions and watching me teach. Then they would do parts of the session on their own, and I watched them. When they were as good or better than I was, then I knew they were ready for DIQ. So my orientation sessions served two purposes: educating new Independent Beauty Consultants and teaching potential Independent Sales Directors how to educate new Independent Beauty Consultants.”

– U.S. Independent Executive  
National Sales Director  
Joanne Holman

Encourage them to consider reading the *Welcome* brochure that came in their Starter Kits and taking advantage of the special offers, like the *Ready, Set, Sell* program, for new Independent Beauty Consultants that can help them begin on the track to success.

**Educational materials available** – Explain the educational materials available to them and where they can be found, including what's in their Starter Kits and on the Mary Kay® Online Community.

**Money management** – Discuss the importance of accurate record keeping and how to keep accurate records. Explain the 60/40 concept of reinvesting in inventory.

**Vision casting** – Romance the business opportunity by explaining the marketing plan and the avenues of income.

**Skin Care Class Opening and Closing** – Discuss how to open a skin care class and how to do a table close as well as an individual close.

**Inventory** – Discuss inventory options and the benefits of investing in inventory. Offer to explain how to fill out an Independent Beauty Consultant Order Form and place an order online, by fax or by mail.

**Immediate goals** – Explain the *Perfect Start/Power Start* and Star Consultant programs, how to become an Independent Senior Beauty Consultant and the Business Debut. Include any unit or area promotions she can achieve.

Why not take a few minutes to create your own agenda using the above information as a guide.

### Tips for Effective Orientation Sessions

- You might help keep your audience engaged by varying your teaching techniques. Role-play, ask questions and encourage audience participation and activity. Provide an opportunity, for example, for new Independent Beauty Consultants to actually fill out a *Weekly Plan Sheet* or create a goal poster.
- Appeal to all learning types by using a variety of media: video, audio, graphics, etc. For instance, you might show a video about Mary Kay Ash when you're talking about Company history and why Mary Kay started the Company.

## Building Leaders Through Pacesetter Classes

You might also consider holding Pacesetter classes for Independent Beauty Consultants who express a desire to move up the career path. Here are some frequently asked questions about Pacesetter classes.

### What are Pacesetter classes?

Pacesetter classes are a series of classes designed to move Independent Beauty Consultants into Red Jackets and on up the career path. Participants are usually asked to make a commitment to attend all the classes and to be on time. Each class contains challenges designed to thoroughly ground Independent Beauty Consultants in every facet of the business.

### Why conduct Pacesetter classes?

These classes provide a more structured environment for the Independent Beauty Consultant who is serious about jump-starting her business. They encourage activity that can help fill her datebook, expand her customer and team-building prospects, move her up the career path and help her earn money.

### When should you conduct Pacesetter classes?

Consider holding Pacesetter classes when you would like a new group of leaders to emerge or when you feel stagnation setting in. Some Independent Sales Directors schedule their classes once a quarter or twice a year.

### Who should participate?

The number of attendees is usually limited to between five and eight. Some Independent Sales Directors request that their participants meet certain requirements before they can attend. For instance, Independent Beauty Consultants must have at least 50 customers who are consistently ordering, and they must have at least one team member. This shouldn't necessarily preclude unit members who are new and excited and looking for immediate results.

### How do you choose participants?

You can handpick Independent Beauty Consultants by saying,

*I've been going over your Weekly Accomplishment Sheets, and I feel that you are capable of being one of the leaders in our unit. I'd like to invite you to participate in a Pacesetter class.*

Or you can simply ask for volunteers.

### **When do I hold Pacesetter classes?**

There are many options for holding Pacesetter classes. Some Independent Sales Directors hold their classes every evening for a week. Some choose to hold theirs on one evening or every Saturday morning for a month. Some Independent Sales Directors are even conducting their Pacesetter classes by mail or e-mail. This is especially effective for out-of-town Independent Beauty Consultants and classes can be found on the Mary Kay® Online Community.

### **What do I cover in my Pacesetter classes?**

Here is a suggested agenda:

“A Pacesetter class can change your business. Your offspring Independent Sales Directors can come from your Pacesetter classes.”

– U.S. Independent Senior National Sales Director Emeritus Nancy Sullivan

#### **Session One:**

- a. Attitude
- b. Goal setting
- c. Vision casting
- d. Time management
- e. Issue challenges

#### **Session Two:**

- a. Discuss challenges
- b. Booking
- c. Coaching
- d. Issue challenges

#### **Session Three:**

- a. Discuss challenges
- b. Selling/closing a sale
- c. Overcoming selling objections
- d. Selling opportunities
- e. Customer service
- f. Issue challenges

#### **Session Four:**

- a. Discuss challenges
- b. Team building and overcoming objections
- c. Discussing inventory with new team members
- d. Discuss next steps

### What about issuing challenges?

The most effective classes are those that encourage the Independent Beauty Consultant to put into practice what she's learned. You may want to issue challenges based on the topic of each class. Some examples are:

- Hold two selling appointments before the next session.
- Invite at least one guest to the next unit meeting.
- Telephone two out-of-town prospective team members and conduct team-building appointments with them.
- Create an affirmation tape.
- Hand out your business card and a product sampler to at least 10 people you don't know, and make sure you get their names and phone numbers in return.
- Sell a specific dollar amount through customer service calls.

### How do I recognize those Independent Beauty Consultants who complete the course?

You might consider having a graduation ceremony for all of those who complete all the challenges and attend all the classes. You could even hand out diplomas or certificates of completion. Feature the graduates in your newsletter and recognize them at your unit meeting. You might even award them a special prize or gift. Seeing the special attention the graduates receive may motivate other unit members to participate in the next session.

### Other Educational Opportunities

Every step along the career path poses new challenges. You might always look for ways to help Independent Beauty Consultants refine and master their skills. Some suggestions on other educational opportunities you could offer are:

U.S. Independent Executive National Sales Director Emeritus Joan Brunner believes that the secret to successful Pacesetter classes is healthy competition. Joan assigned points for every completed assignment. At the end of the four-week period, the points are tallied. Her graduates were recognized in her newsletter in ranking order according to the number of points received. At the end of the Seminar year, the Independent Beauty Consultant with the most points received the Pacesetter of the Year award. To build confidence further and empower leadership, Joan allowed only Independent Beauty Consultants who completed a Pacesetter class to participate in parts of her meeting, especially the education portion. This type of recognition helped ensure interest in and commitment to completion of future classes.

- Lessons in Leadership class – For Star Recruiters and above who are interested in becoming Independent Sales Directors. This class focuses on leadership and communication skills.
- Advanced colour workshop – A workshop that focuses on advanced color application. The *ColourInsider* Book and DVD can be the perfect educational tool for this workshop.
- Dream Casting class – A class that concentrates on goal setting.

## Six Important Things to Consider

1. You might want to send new Independent Beauty Consultants welcome packets within a day or two of signing their Independent Beauty Consultant Agreements. This will help them avoid the fear that may set in while they're waiting for their Starter Kits to arrive.
2. Create a welcome audio for new Independent Beauty Consultants to help them bond with you and your unit.
3. Include role-playing and other interactivity in your New Independent Beauty Consultant Orientation sessions to help keep Independent Beauty Consultants engaged and fully present.
4. Use regular Pacesetter classes as a way to motivate Independent Beauty Consultants to move up the career path.
5. Hold a graduation ceremony for all Independent Beauty Consultants who complete your Pacesetter classes and recognize them at your unit meetings to encourage future participation.
6. Always look for ways to help your Independent Beauty Consultants refine and master their skills.

# Creating Effective Newsletters

Chapter 10

# Creating Effective Newsletters

This chapter will focus on:

- Ideas about creating a newsletter
- Suggested topics to include in your newsletters
- Tips on how to make your newsletters work for you

“Create an excellent newsletter that arrives regularly in your unit members’ mailboxes at a certain time each month. That newsletter should contain recognition, inspiration and education. I have noticed that some Independent Sales Directors write a personal note to each individual Beauty Consultant. I think this is excellent. It gives you a chance to give them that little extra bit of recognition.”

– Mary Kay Ash

**D**o you remember how eagerly you read your Independent Sales Director’s newsletter when it arrived? Do you recall the thrill of seeing your name in print? Did watching others succeed encourage you to stretch for new goals?

You’ll want to keep all of this in mind as you decide whether to create your own newsletter, as it can be one of the most important forms of communication you have with your unit members. You can use the newsletter as a tool to help educate, motivate, inspire and recognize all of your unit members on a monthly basis. It’s also a great vehicle for building esprit de corps.

If you think that a newsletter is a great idea, then you probably have lots of ideas about how you can put it all together. If you need some additional ideas, here are some options that might help you create the newsletter you envision.

## The Importance of Design

An effective printed newsletter is attractive and appealing. It grabs an Independent Beauty Consultant’s attention and draws her in so she’ll want to read it. What makes an attractive and appealing newsletter? Good design. It’s essential to an effective

newsletter. Here are some suggestions to keep in mind when designing your newsletter:

- Use lots of white space, pictures of your unit members and minimal clip art. A page full of text may scare a reader away.

- Use different column widths to create interest.
- Keep the same typeface throughout for consistency.
- Use a typeface that is simple and easy to read.
- Use borders, boxes and bullet points to organize your pages.

### Sticking to a Monthly Schedule

There are many benefits to sending a newsletter every month. It can help establish a sense of consistency and dependability. Receiving a newsletter will become a familiar routine that Independent Beauty Consultants will look forward to and rely upon.

If you choose to send a newsletter every month, it is suggested that any scoreboard or production information included in your newsletter come from the previous month. For instance, a February newsletter typically reflects January scoreboard and production numbers. Your schedule of events would cover the time period from when the newsletter is received until when the next newsletter is received. Because this information is so timely, you might consider making it a goal to have your newsletter into Independent Beauty Consultants' hands as close to the beginning of the month as possible. Here is a suggested schedule that might help you accomplish that:

#### **First unit meeting of the month:**

Set this day as the deadline for Independent Beauty Consultants to submit any information for your newsletter, including any *Weekly Accomplishment Sheets* they wish to share with you.

#### **When month-end reports are available from the Company (let's say Tuesday):**

Write the newsletter. This shouldn't take more than two or three hours to complete.

Copy your newsletter. Or, save it in PDF format if you plan to email your newsletter.

#### **Wednesday:**

Prepare your newsletters for mailing.

#### **Thursday:**

Mail or email your newsletters.

## What You Might Include in Your Newsletter

You probably have lots of ideas on what to include in your newsletter, but if you're looking for suggestions, here are a few:

“Never miss a month sending out a newsletter, and put it out at the same time each month. Your unit members look forward to it!”

– U.S. Independent National Sales Director Emeritus  
Joyce Schuldt

### Recognition

Think about the benefits of making this the main purpose for a newsletter. You might try to include every Independent Beauty Consultant's name in your newsletter as often as possible, even if it's just a birthday or anniversary announcement or production year-to-date.

Here are some categories of recognition you might want to include in your newsletters.

- Unit recruiting scoreboard
- Recruiters and their teams
- Gold, silver and bronze medals
- New unit members
- Birthdays and Mary Kay anniversaries
- Star Consultants
- On-target Seminar courts
- Independent Beauty Consultant Grand Achievers

Additional recognition that you might want to include in the newsletter, based upon feedback you receive from unit members, might include:

- DIQs, Future Independent Sales Directors, Team Leaders, Star Recruiters and Independent Senior Beauty Consultants
- Most number of skin care classes held
- Most number of facials held
- Most number of *On the Go* appointments held
- Highest amount of reorders

- Winners of your unit contests and promotions
- Participation in the Preferred Customer Program and sales from their Mary Kay® Personal Web Site

### **Idea or Tip of the Month**

Pass along any ideas you've received that will be helpful to your unit members. Subjects might include tips on booking, coaching, customer service, team building, etc.

### **Personal letter or article to the unit**

You might want to write a motivational letter or article every month to the entire unit. You can base your topic on what's important to your unit at the time.

### **List of upcoming activities and dates**

Include any classes, workshops, guest events and special events going on in your unit, your area, your community or offered by the Company that will help Independent Beauty Consultants plan ahead.

### **Unit contests and incentives**

You can introduce and promote all unit contests and incentive programs, and use this opportunity to recognize all on-target winners. You might even include pictures of the prizes and any tips on how to achieve the goal.

### **Filler material**

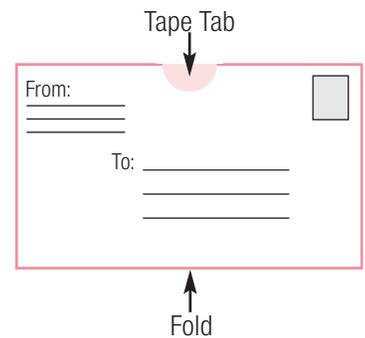
You can fill excessive white space with short inspirational articles, motivational quotes, etc.

Consider asking someone else to help you create your newsletter. Perhaps several Independent Sales Directors in your area could combine forces and hire someone to do all your newsletters.

Tasks that don't really need to be done by you are all the creating, except for the letter from you and any other personalization you might want; copying; folding; stapling; labeling and mailing.

## Preparation for Mailing

- Your newsletters can be created as self-mailers, which means they don't need to be inserted into an envelope to be mailed. You can create a space on your newsletter for an address label and print your name and return address.
- You can make your own unit address labels with the help of *Web Reporting* on the Mary Kay® Online Community or your own label software. You'll need to purchase blank mailing labels at an office supply store to create your own labels.
- For better mailing service, it's a good idea to mail your newsletters at the post office.
- There will be less chance of jamming and tearing at the post office if the fold is at the bottom and the edges taped closed are at the top.



## Preparation for Emailing

- Save your newsletter in the Printable Document Format (PDF) using a software program such as Adobe®.
- Draft your introductory email message and then attach the PDF file to your message.
- Insert unit members' email addresses\* in the BCC (blind carbon copy) field of your email.

\*Before contacting anyone via email, be sure to obtain their permission in advance. In doing so, you are complying with federal privacy legislation. For more information on the legal aspects of your business, please refer to *Legal Ease* on the Mary Kay® Online Community.

## Tips for a Top Newsletter

Creating a great newsletter is not difficult. Here are a few tips that might help make yours truly effective:

1. Proofread your newsletter before you copy it. Check for misspellings and grammatical errors. Remember, this newsletter is a reflection of you! If grammar and spelling are not your strong points, you might ask someone else to proofread it for you.
2. As with any daily newspaper, your front page should reflect your major unit focus. If you want to increase team building, then recognize your team builders on the front.

3. Don't compete with the Independent Beauty Consultants in your unit. You should be the best Independent Beauty Consultant in your unit, but don't put your name in your scoreboards.
4. Use lots of pictures of your unit members in your newsletter. The highest quality pictures are high-resolution digital images or those that have been scanned into your computer using a scanner. Black-and-white photos reproduce better than colour photos. You might consider asking Independent Beauty Consultants to send you close-up photos of themselves, and let them know they can update them as often as they want.
5. Include pictures from special events, such as retreats or Seminar, to sell the dream to those who didn't attend.
6. Make sure your newsletter is as timely as possible and that the recognition is current.
7. Use tabs, wafer seals or glue spots to close your self-mailers, as the postal service doesn't allow staple closures.
8. Write a personal note in your own handwriting to each person before mailing. You might even highlight her name everywhere it appears. The note can be one of congratulations or you can challenge her to reach her personal goal.
9. Keep a file for monthly newsletter ideas and add to it all month long. Gather ideas from other newsletters and emails, including recognition and inspirational ideas.
10. Keep your format consistent from month to month. If you do want to change the format, consider changing it at the beginning of the Seminar year.
11. Ask for feedback from some of the top Independent Beauty Consultants in your unit or sister Independent Sales Directors to see if there are ways to improve your newsletter.
12. Include a challenge each month and ask Independent Beauty Consultants to call you with the results.
13. If you use something from another Independent Sales Director's newsletter, give her credit for the contribution.

## Six Important Things to Consider

1. Send a newsletter every month at the same time each month.
2. Remember to comply with all privacy and copyright laws when creating and sending your newsletter.
3. Make sure your newsletter is in Independent Beauty Consultants' hands as close to the beginning of the month as possible.
4. Delegate most of the task of creating and mailing your newsletter.
5. Try to include each Independent Beauty Consultant's name at least once every quarter.
6. Personalize your newsletters by writing a brief note on each one.

# Working and Communicating With Independent Beauty Consultants

Chapter 11

# Working and Communicating With Independent Beauty Consultants

This chapter will focus on:

- Ways you might share the keys to success with others
- Ways you might support Independent Beauty Consultants who seek your guidance
- The four behavioural types

“You, our Sales Directors, are the dream makers. It’s a wonderful privilege that we share in being able to reach out and touch the lives of so many, helping women to carry out happy, fulfilled lives in building their businesses.”

– Mary Kay Ash

Part of the joy of being an Independent Sales Director can be sharing your keys to success with the Independent Beauty Consultants in your unit. You’ve probably experienced some of that joy already and have your own ideas on how to support Independent Beauty Consultants in their quest to move up the career path. If you’re looking for some additional ideas, you might find this chapter helpful.

You probably know that not all the Independent Beauty Consultants in your unit will want to move up the career path. In fact, Mary Kay always believed in the concept of a third, a third and a third. This means that about a third of your unit would be interested in moving up the career path at any one time; a third would be happy with the status quo and a third would be thinking about quitting. If this concept rings true for you, you

might want to consider the benefits of focusing your time and efforts on that first group of Independent Beauty Consultants, if they seek your guidance in improving their sales, team-building and leadership skills.

If only a third of your unit is interested in moving up the career path, then you might want to consider the most efficient way to spend your time. Mary Kay recommended that you spend 45 percent of your time supporting new Independent Beauty Consultants as they establish their new businesses, 45 percent with those Independent Beauty Consultants who are interested in improving their skills and 10 percent with the remaining Independent Beauty Consultants.

## Helping New Independent Beauty Consultants

If you find that none of your unit members are interested in moving up the career path, then you might want to take control of your future and add some new Independent Beauty Consultants who are interested. A Gold Medal this month may change the complexion of your unit.

Once you have new Independent Beauty Consultants in your unit who are interested in moving up the career path, how might you help them if they seek your counsel?

Here are some suggestions that might be helpful:

- Explain the benefits of doing a new Business Debut or a *Perfect Start/Power Start* as a way to get their new businesses off the ground.
- You might challenge new Independent Beauty Consultants to schedule three team-building appointments their first month in business. You could offer to conduct the first two appointments while they observe, and they could do the last one while you observe.
- Invite new Independent Beauty Consultants to observe you as you conduct your skin care classes.
- Offer to follow up with their hostesses to confirm their first selling appointments. This might help ensure that the appointments hold and give new Independent Beauty Consultants more confidence.
- Call them after their first selling appointments to ask them how they felt, what they handled well, what they felt they could improve on and give them pointers on how to strengthen that area. You might also ask them how many bookings they got from their appointments.

## Helping Seasoned Independent Beauty Consultants

If a third of your unit is happy with the status quo, you might find that you can create an environment that may help encourage and motivate those Independent Beauty Consultants to rise to the top just like you. You never know when, or if, this will happen. But think about whether the following suggestions might help the process:

“Treat every new Independent Beauty Consultant as if she will be a superstar. Talk big, expect big. Let them know what you expect from them and what they can expect from you. Assume they all have positive attitudes and can easily book and work this business. Treat people as if they already are what they can be. Then you help them become what they are capable of.”

– U.S. Independent Senior National Sales Director  
Johnnette Shealy

- Continually offer tips that might help them sell product and build their teams. You could do this at events, such as unit meetings, or in writing, as in a newsletter or in email.
- Offer frequent communication. You are in the people-building business, and communication could be the key to helping Independent Beauty Consultants move up the career path. You might send a card or write a note with a simple message, such as “Thinking of you today,” “Just know you’re going to be a star,” “No one does it better than you!” What you say may not be as important as the fact that they know you’re thinking about them and that you care.
- Praise them as you see improvement and then help them think bigger.
- Promote the product, the opportunity and team building every chance you can. Give tons of recognition to those Independent Beauty Consultants who are experiencing success.
- Set an example for them to follow. Consider the benefits of them seeing you hold skin care classes and personally recruit new Independent Beauty Consultants.

- Make yourself available to every Independent Beauty Consultant in your unit. Offer to help them build their teams and improve their sales skills by going on appointments with them and giving them pointers on how to improve their skills.

### Suggested Questions to Ask Yourself About Seasoned Independent Beauty Consultants

To help you identify those Independent Beauty Consultants in your unit who may be interested in improving their skills and moving up the career path, you might ask yourself the following questions:

- Is she a Star Consultant? Does she order *and* sell every month?
- Does she consistently hold selling appointments? Does she have a large customer base?

- Does she incorporate team building into her business?
- Is she knowledgeable about her business?
- Is she goal-oriented?
- Is she willing to learn and help others?
- Does she have initiative and the ability to motivate others?
- Does she have a good work ethic?
- Does she have her family's support?
- Is she a woman of her word?

### Tips on Selling the Dream

One of the best ways to encourage Independent Beauty Consultants to move up the career path may be to sell them the dream of being an Independent Sales Director. Many Independent Beauty Consultants won't risk the rejection that accompanies team building unless they're truly motivated to move up the career path, and they might not be truly motivated until they know what's available to them. Here are a just a few of the rewards and priveleges of being an Independent Sales Director that you might consider promoting:

- Additional avenues of income are available to you.
- You have a better opportunity to enrich the lives of women.
- You are a role model to more people.
- You receive special treatment.
- You have the opportunity to wear "the suit."
- You can attend Leadership Conference and exclusive Independent Sales Director meetings at Career Conference and Seminar.
- You have more contact with Independent National Sales Directors, Independent Sales Directors and the leaders in the business.
- You have the opportunity to earn better prizes, such as the use of a pink Cadillac and trips to places around the world through the Top Director Trip.

- The Company gives you advance notice of special promotions and a sneak peek at new product through the Independent Sales Director *Unit Meeting in a Box*.

Here are a few suggestions on how you can sell the dream of being an Independent Sales Director:

1. Be outwardly enthusiastic about the Mary Kay opportunity.
2. Share your enthusiasm by talking about the advantages and the rewards.
3. Dress for success.
4. Let them know they're capable of achieving what you've achieved and that you're willing to help them every step of the way.
5. Promote the career path and let them know what it takes to become a Star Recruiter, Team Leader, Future Independent Sales Director, DIQ and Independent Sales Director.
6. Emphasize the additional avenues of income and let them see what their commissions could be if they were Independent Sales Directors.
7. Always be positive about your business.
8. Make your business look easy and fun.
9. Explain how being an Independent Sales Director could enable them to reach other personal goals, such as buying a new home or paying for their child's education.
10. Educate them on the skills that might help them.
11. Give recognition for accomplishments that are moving Independent Beauty Consultants closer to becoming Independent Sales Directors.

### Suggested Next Steps

What's your suggested next step once you've identified an Independent Beauty Consultant who may be interested in improving her skills and moving up the career path? Here are some suggestions:

1. Share with her why you think she's special and why you're interested in seeing her move up the career path.
2. Arrange a private meeting or schedule a phone conference if she's out of town.

3. Ask her some questions to determine if she's happy with her business so far and if she has the desire to move up. You might ask her questions like:
- What do you like about your Mary Kay business?
  - Is there anything you would like to change about it?
  - Where would you like to be in your business if nothing were holding you back?
  - How much money do you need to earn?
  - What skills do you need to develop or refine in order to make this happen?
  - If you feel you have the skills already and you know what to do, what do you think is holding you back from moving forward?
4. Once you know what she wants from her business, you might want to offer her some realistic expectations of what it might take on her part to achieve it. Ask permission to offer her honest feedback and observations you've made about what might be holding her back. For example, you might say:

*Would it be OK with you if I shared some things I've observed about the way you conduct your business that might be preventing you from getting the results you're looking for?*

Some areas to consider are:

**Business skills:**

Booking, coaching, selling and closing techniques, team building or product knowledge

**Interpersonal skills:**

Worry, self-esteem, personal or family conflicts, communication skills or attitude

5. Help her determine what she needs to do in order to reach her goal.
6. If you find that she's open to your suggestions, you might have her write down her goals and make sure she understands how to achieve them. Show her how to break her goals down into monthly, weekly and daily goals.

7. Ask her about potential obstacles, and show her how she can be proactive in overcoming those obstacles.
8. Explain how you will match your time with her efforts and activity. For instance you could say,

*Let's have an agreement. I'm very willing to match my time with your effort. If for some reason your goals change or you stop working up to your ability, we'll always be friends, but we won't continue to spend time on this goal. Does that sound fair?*

9. Offer to make arrangements to visit each week for coaching phone calls to check progress, share results, brainstorm solutions and/or role-play with her and provide next steps and challenges. If the Independent Beauty Consultant is interested in visiting each week, here are some suggestions:

**Early in the week:** Discuss her goal and how she plans to accomplish it. You might ask questions like:

- What's your retail goal?
- Do you have the inventory to support your retail goal?
- What do you have scheduled?
- What's your plan for customer service?
- How many team-building appointments have you scheduled?
- What do you need from me in the way of guidance?

**During the week:** Discuss her progress and what else she has planned for the week, and give her suggestions on how she can move closer to her goal.

**At the end of the week:** Discuss what she's accomplished, how it compared to her goal and what goals she might set for next week.

10. Help her develop her presentation and leadership skills by offering her additional responsibilities at your unit meetings or at New Independent Beauty Consultant Orientation.

11. After two weeks, if you find that she's not moving toward her goal, you might have a serious heart-to-heart talk with her. If her actions don't match her words, ask her to re-evaluate her goals. Decide whether you want to continue coaching her.

This step can sometimes be a difficult one, but you might want to ask yourself if you want to spend valuable time with Independent Beauty Consultants who aren't seriously committed to reaching their goals. Sometimes you want something for them more than they want it for themselves. If you push them, it won't be beneficial for you or for them. You might allow them the flexibility to reassess their goals and come back to you when they are ready. Demonstrating this sort of empathy will build rapport and trust between you. Odds are, she will be back when the time is right for her.

### Supporting Out-of-Town Independent Beauty Consultants

What if you have out-of-town Independent Beauty Consultants? Do you support them any differently than you would local Independent Beauty Consultants? Most Independent Sales Directors would say yes and no. Here are some things to consider:

- As far as identifying the Independent Beauty Consultants who desire your support in moving up the career path, you might want to use the same criteria with out-of-town Independent Beauty Consultants as you did with those local to you.
- Since the out-of-towners are unable to attend your weekly meetings, you might want to find another opportunity to make contact with them. Consider additional phone calls or emails or send them a recording of your unit meeting and New Independent Beauty Consultant Orientation.
- How do you decide when to visit out-of-town Beauty Consultants? Some Independent Sales Directors make that determination by looking at their unit reports and any *Weekly Accomplishments Sheets* they may receive, and they visit those who are selling product and building their teams and who want to move up the career path. Some Independent Sales Directors make the decision to visit out-of-town Independent Beauty Consultants based on “gut feelings,” at least initially. If you make that first visit and give her some challenges and she chooses not to take your advice, then you might not want to invest in another visit until she is ready to work her business.

### Get More Mileage From Your Out-of-Town Visits

When U.S. Independent National Sales Director Sandy Miller was an Independent Sales Director she tried to make the most of her out-of-town visits and offers the following suggestions:

1. Notify the Independent Beauty Consultants in the area you plan to visit at least a month in advance. Let them know how excited you are, and give them your itinerary so they can plan their time with you.
2. Let the adoptive Independent Sales Director know of your visit, and offer to participate in a joint guest event or special meeting.
3. Issue a challenge for the Independent Beauty Consultants to complete prior to your visit; for example, hold 10 skin care classes or recruit one new team member the month before your arrival. The reward can be private time with you.
4. Reserve some time to visit one-on-one with any special Independent Beauty Consultants or offspring Independent Sales Directors.

You probably have many ideas of how you might want to spend your time when visiting out-of-town Independent Beauty Consultants. If you're looking for some additional ideas, here are some suggestions offered by Sandy Miller:

**Day 1:** Colour workshop, party or other guest event where you present the marketing plan

**Day 2 morning:** Workshop for the Independent Beauty Consultants in your unit and their adoptive unit

**Day 2 lunch:** Special lunch with challenge winners

**Day 2 afternoon:** Team-building appointments for the Independent Beauty Consultants in your unit

**Day 2 evening:** Potluck dinner for Independent Beauty Consultants and their husbands

**Day 3 morning:** Follow-up with guests or one-on-one time with Independent Beauty Consultants

**Day 3 lunch:** Another guest luncheon



When you work with out-of-town Independent Beauty Consultants, you're usually working with an adoptive Independent Sales Director as part of the adoptee program. Suggestions on how the adoptee program works can be found in Chapter 1.

### Supporting DIQs

Once an Independent Beauty Consultant becomes a Future Independent Sales Director, you might want to discuss with her what you see are the qualities of a good leader, qualities that could lead her to becoming an Independent Sales Director. Take a look at the following Leadership Profile. It's divided into nine skills and a list of personal characteristics that U.S. Independent Executive National Sales Director Karen Piro believes an Independent Beauty Consultant might want to be proficient in before she becomes an Independent Sales Director. This may help you assess the leadership qualities of your unit members. It also may help you determine what skills to focus on at events, such as unit meetings, workshops, Pacesetter classes and anywhere there are Independent Beauty Consultants to mentor into Independent Sales Directors.

#### **A Good Leader: Sells the Product With Confidence**

- Sets a good example for her team by consistently holding skin care classes and collection previews.
- Is confident in her booking and coaching skills.
- Knows how to open and close a sale.
- Uses the four-point recruiting plan at each class and collection preview.
- Is a consistent Star Consultant, ordering *and* selling every month.
- Has a strong customer base.

#### **Conducts and Closes Team-Building Appointments**

- Schedules, conducts and closes her own team-building appointments without assistance.
- Offers to conduct team-building appointments with her team members.

### **Educates Her Team Members**

- Offers to take team members to selling appointments to “learn while she earns.”
- Encourages team members to attend unit meetings and other educational sessions.
- Challenges team members to complete a *Perfect Start* or *Power Start*.
- Attends New Independent Beauty Consultant Orientation with team members to show support and to learn how to conduct her own orientation sessions.
- Explains inventory options and effectively helps new team members place initial orders.
- Explains the benefits of *Weekly Plan Sheets*, *Weekly Accomplishment Sheets* and the 60/40 concept of reinvesting in inventory.
- Explains promotions offered by the Company, unit promotions and ways new team members can be recognized in the unit.
- Conducts brief team meetings either before or after a unit meeting to build esprit de corps.

### **Communicates With Team Members**

- Listens effectively to understand team’s strengths, weaknesses, fears and goals.
- Encourages and inspires team members both verbally and in written communication.
- Knows how to sell the dream.
- Makes team members feel special with birthday cards, praise, encouragement and notes.
- Keeps a professional distance, remembering not to complain or share problems.
- Maintains confidentiality on sensitive issues.

### **Recognizes Team Members**

- Is specific in recognition, letting team members know why they are being recognized.
- Uses own recognition time at unit meetings to recognize team members.
- Knows the art of third-party recognition (bragging about team members to others so the word gets back to them).
- Encourages team members to stretch for even higher goals.

### **Looks for Opportunities to Develop Her Business**

- Asks for more opportunities to assist at unit meetings and New Independent Beauty Consultant Orientation.
- Observes the best way to do things and incorporates them into her own presentations.
- Is comfortable conducting events such as unit meetings or orientation sessions.

### **Affects Monthly Production**

- Encourages team's production without asking for an order.
- Knows how to read and understand team reports.
- Helps team members set and achieve monthly production and team-building goals.
- Knows the avenues of income and takes advantage of all of them.

### **Follows Up**

- Follows up with her own guests.
- Follows up on challenges issued to her team members.
- Follows up with team members after milestones in their businesses (i.e., their first skin care class, orientation, etc.).
- Follows up with customers and potential team members.

### **Sets a Positive Example**

- Attends unit events.
- Supports her Independent Sales Director and her Independent National Sales Director.
- Embraces Mary Kay's philosophies.
- Appears professional.

### **Personal Characteristics**

- Has initiative and the ability to inspire others.
- Is ethical and truthful.
- Is enthusiastic and displays a positive attitude at all times.
- Is a team player.

- Has a strong sense of focus.
- Is persistent.
- Is flexible and adapts well to change.
- Is dependable and a woman of her word.
- Is self-confident.
- Is sincere.
- Has vision and strategy.
- Has a good work ethic.
- Is empathetic.
- Is courageous.
- Accepts constructive criticism.

If you don't think an Independent Beauty Consultant is ready to become an Independent Sales Director, you might want to be honest with her and let her know from your experience the success traits of an Independent Sales Director and encourage her to strengthen those areas before she submits her commitment card.

Once an Independent Beauty Consultant enters DIQ, you might want to help her reach her goal and prepare to be an Independent Sales Director. Here are some suggestions on what you could do:

**To help her reach her goal:**

- Offer regular communication.
- Offer to meet with her to help her stay focused and to review her progress and her weekly goals.
- Offer tips on how to organize her time.
- Suggest ways to help her reach her goals, assist her with any concerns about her team and offer advice on how she can increase her production and team building.
- Give her constant praise and encouragement. Share your enthusiasm and excitement with her.

- Volunteer to send cards and notes of encouragement and motivation to her team members, letting them know that you believe in the DIQ's ability to be a fantastic Independent Sales Director.
- Suggest that she hold team meetings with her qualifying unit to help develop team spirit and keep motivation high. These short meetings could be held right before or immediately after your own unit meeting.
- Give her and her team special recognition in your newsletter.
- Let her know that you are there for her anytime she needs a listening ear or a word of encouragement and motivation.

**To help her prepare for becoming an Independent Sales Director:**

- Think of those things you wished you had known as a new Independent Sales Director and share them with her.
- Offer her the opportunity to assist you at your unit meetings and at New Independent Beauty Consultant Orientation. Consider letting her lead the entire meeting or orientation session if she's interested.
- Extend an invitation to her to contribute to your newsletter while teaching her how to create her own.
- Offer your help and counsel, but don't do the work for her. She needs to know that she has the ability to overcome difficulties.
- Offer advice on how to prepare financially for the expenses that may arise once she becomes an Independent Sales Director. Inform her about the opportunity to purchase an Independent Sales Director Suit and to attend New Independent Sales Director Education Week in Dallas, Leadership Conference, Career Conference and Seminar. You might suggest holding extra skin care classes and saving the money in preparation for expenses that she expects to incur.
- Encourage her to set a goal now to achieve the promotions offered by the Company for new Independent Sales Directors, and explain the rules for achieving these programs.

**To help you prepare for when she leaves your unit:**

- It may be beneficial to look at your unit reports as if the DIQ and her team members are no longer part of your unit production as soon as she becomes a DIQ. This will give you a realistic view of what your monthly production will be and what you need to do to replace that production.
- Consider the benefits of challenging yourself to recruit one new team member for every team member your DIQ recruits.

**Sharpening Your Communication Skills**

Many Independent Sales Directors believe that communication is the key to success in their Mary Kay businesses. The rest of this chapter focuses on ways to communicate that might help you as you interact with the Independent Beauty Consultants in your unit.

The most important communication skill to learn may be the skill of listening. Actively listening to Independent Beauty Consultants may let them know how much you truly care about them. Mary Kay always said, “People don’t care how much you know until they know how much you care.”

You can show how much you care by adopting the following active listening techniques:

1. Make eye contact.
2. Give your full attention.
3. Put yourself in the person’s place to understand how she feels.
4. Show understanding and acceptance nonverbally by your facial expressions, gestures and posture.
5. Ask questions to understand.
6. Restate the most important thoughts and feelings.
7. Avoid interrupting to offer advice.

## Four Behaviour Types

By listening to your unit members, you may learn what motivates them; and what motivates them may be determined by their behaviour type.

There are many types of communication models used throughout the world today, but one model which may be particularly effective is based on the work of William Marston. This model, referred to as the DiSC® profile, outlines four behaviour types. Each behaviour type is motivated by distinctly different things. The four types are:

**Dominance**

**Influence**

**Steadiness**

**Conscientiousness**

Knowing an Independent Beauty Consultant's behaviour type may help you when coaching an Independent Beauty Consultant. It may help you identify her "hot buttons," what her goals are and what's most important to her. The best way to discover her behaviour type may be to ask her questions. Some good questions you might use in a goal-setting session might be:

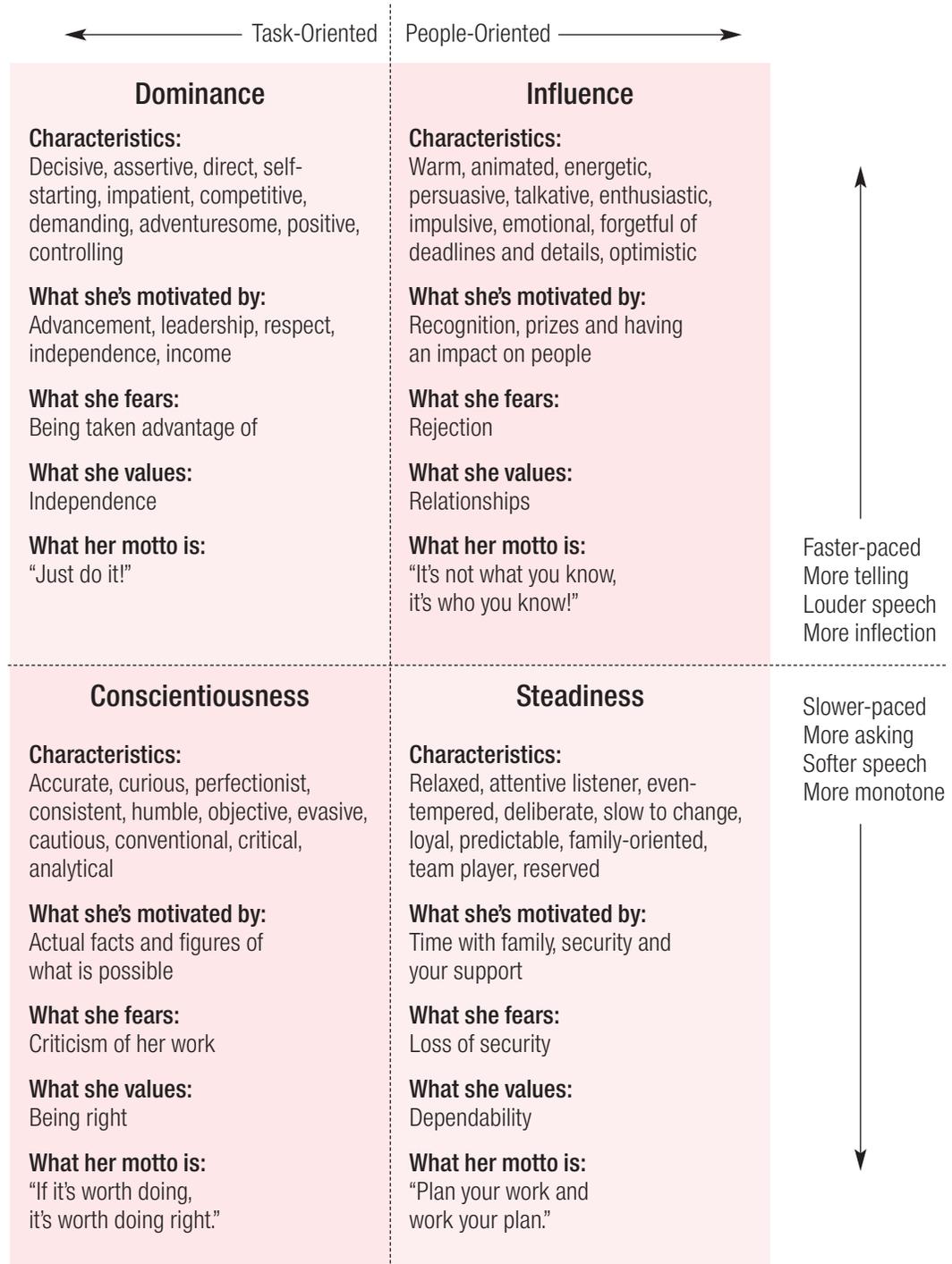
1. What do you like about your Mary Kay business?
2. Where do you want to be six months from now?
3. What are some of your goals and desires?

Listen to how she responds as well as to what she says. If she answers quickly with no hesitation or forethought, she's probably either a Dominance type or an Influence type. If she takes her time to think about it before she answers, she's probably either a Steadiness type or a Conscientiousness type. If she emphasizes the importance of relationships, she's probably an Influence type or a Steadiness type. If she emphasizes the importance of achieving goals and completing tasks, then more than likely she's a Dominance type or a Conscientiousness type.

**"Independent Beauty Consultants want to feel important, and one way to accomplish this is to listen to their needs. Many times you can arrive at the right solution through coaching, questioning and listening. Listening is the key to good communication."**

**– U.S. Independent Executive  
National Sales Director  
Emeritus Marilyn Welle-Villella**

Here's a quick overview of the four behavior types:



## Detecting Behaviour Clues

## Activity

Take a minute to complete the following quiz. Determine the Independent Beauty Consultant's behaviour type based on her reply. You might use the information on Page 180 to help you. (Correct answers appear at the bottom of Page 182.)



1. When asked what she likes most about her Mary Kay business, the Independent Beauty Consultant replies, "I like all the new friends I've made." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
  
2. When asked how she prefers to receive information from you regarding unit contests and promotions, she replies, "I like it written down so I can take it home and look it over." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
  
3. When asked where she'd like to be on the career path, she replies, "At the top so I can be involved in the decision-making process." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
  
4. When asked what she would do with the additional income available to her as an Independent Sales Director, she replies, "Save it for my children's college education." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type

5. When asked if she's interested in earning the use of a Career Car, she says, "What are the requirements?" Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
6. When asked why she became an Independent Beauty Consultant, she replies, "So I can be my own boss." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
7. When asked if she's interested in becoming an Independent Sales Director, she replies, "I'll have to discuss it with my husband first." Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type
8. When asked what she'd like most about being an Independent Sales Director, she says, "Wearing 'the suit.'" Most likely she is a(n):
  - a. Dominance type
  - b. Influence type
  - c. Steadiness type
  - d. Conscientiousness type

### How You Might Communicate With Each Behaviour Type

Here are some suggestions on what you can do to best communicate with each behaviour type and some examples of what you can say to them either over the phone, in person or through the written word.

Answers: 1. b; 2. d; 3. a; 4. c; 5. d; 6. a; 7. c; 8. b

## Dominance

### What you can do:

- Be clear, specific and brief.
- Let her ask most of the questions and do most of the talking.
- Ask questions like, “What past leadership experience do you have?”
- Stick to business and avoid small talk.
- Provide alternatives and choices for her.
- Talk about results and solutions.
- Motivate and persuade her by referring to objectives and results.
- Let her design and take ownership for a plan of action.
- Don't overload her with details. Give her the big picture instead.
- Because she's motivated by achievement, try ending goal-setting sessions with a challenge to get to the next step on the career path.

### What you can say:

- I am so glad that you are results-oriented, because that is the ingredient that makes the difference between ordinary and extraordinary success!
- That gorgeous Career Car sitting in your driveway will be the visible result of your abilities and effort!
- It's so good to see you “leading the way” in our unit.
- Your success track is going to take you to the very top!
- When you write in your datebook, you are writing in your chequebook!
- This can be your most profitable quarter ever!
- Your team just continues to get stronger every single month! What a tribute to your leadership skills.
- If hard work and determination make a successful life, you will enjoy all of life's riches!
- Professionals put their faith into action. You are a “pro” in every sense of the word. Accolades to you for making it happen!

- You are thinking like an Independent Sales Director.
- I know that the pride of your accomplishment is the best prize ever.
- I applaud your leadership skills.

## Influence

### **What you can do:**

- Schedule enough time to be sociable with her.
- Support her dreams and feelings.
- Build a relationship with her.
- Ask questions like, “Can you imagine the impact you’ll have on people?”
- Provide incentives for doing tasks.
- Let her verbalize her ideas.
- Encourage her to visualize her goals.
- Emphasize the fun and excitement of moving up the career path.
- Give her one step at a time, as she doesn’t like excessive details.
- End your goal-setting sessions by suggesting a plan and asking her how she feels about the plan.

### **What you can say:**

- You’re on your way to Star Recruiter, and you are going to look simply smashing in your Red Jacket!
- I can’t wait to see you representing our unit on that Seminar stage.
- You are admired, respected and loved by all, especially me!
- Here’s wishing you another extraordinary week, because YOU ARE!
- With your ability to relate to people, you’re going to love the joy and fulfillment of having a top team!
- I can’t wait to hear your name called as you walk onstage to a standing ovation!

- I can see you centre stage at Seminar picking up the keys to a Career Car!
- Can you feel the excitement? You're on the verge of donning your very own Red Jacket, and I can't wait to see you enjoying the rewards of that accomplishment. This is your month!
- This business is "love made visible," and your love for Mary Kay® product and the Mary Kay opportunity is always so evident in your effort and actions.
- You're so fabulous at sharing and caring and enriching the lives of all the women you come in contact with. What you send into the lives of others will come back to you ten-fold.
- Your beautiful, positive influence is enriching the lives of all those you touch.
- If you can imagine it, you can achieve it! If you can dream it, you can become it! And you are becoming all that you can be – EXTRAORDINARY!
- Every time you wear these/use this (prize), it'll remind you that you can do anything you set your mind to.
- I applaud your people skills.

## Steadiness

### What you can do:

- Answer her questions.
- Be patient in drawing out her goals and ideas.
- Emphasize how she can minimize risk.
- Allow time for her to adjust to change.
- Offer sincere appreciation.
- Listen for what she's "hinting" at.
- Ask questions like, "Would you be able to follow an already proven plan?"
- Provide a sincere and agreeable environment.
- Allow time to listen to the whole story.

- Don't rush her into setting a goal you may want for her.
- Conclude goal-setting sessions by helping her see how she can reach her goals and still keep her priorities.

**What you can say:**

- It's so exciting to see you step out in faith and make it happen for you! Your confidence can catapult you into a Career Car! What a glorious sight that would be.
- You have everything it takes (and then some) to make this goal a reality for you!
- There is a giant within you just waiting to emerge. Step out in faith! Take action! Take charge! I know you have what it takes to do it! Everyone in our unit agrees with me, too!
- As a member of the Mary Kay independent sales force, you deserve all the riches of life!
- You're really making it happen for you and your family. Keep it up!
- You have everything it takes to be a Future Independent Sales Director, and I'm there for you every step of the way.
- You are a vital member of our team. What a tremendous feeling to know that you are so admired, respected and loved!
- Your loyalty to your team members is an example for all!
- Wear this pin with pride knowing you broke another belief barrier!
- I applaud your willingness to always be there for the unit.

**Conscientiousness**

**What you can do:**

- Prepare your case in advance and be accurate in your details and facts.
- Provide the pros and cons.
- Be patient in answering her questions.
- Follow through on your promises.
- Support ideas with accurate data.

- Ask questions like, “If I gave you a proven plan, could you do this?”
- Give her time to think things over.
- Give her suggestions on how to reach her goals, preferably in writing.
- Speak calmly and deliberately and try to mirror the pace of her voice.
- Conclude goal-setting sessions by clearly defining the next steps toward her goal.

**What you can say:**

- Two team members in January, three team members in February, and you can qualify for a Career Car in March, April, May, and June, and PRESTO! I know you can do it!
- Your success track is going to take you to the very top!
- Champions aren't the people who always win; they are the people who just never quit! I admire your persistence and determination, and it's those tremendous qualities that can catapult you to the top!
- At Seminar we'll celebrate our area Court of Sales. That's \$10,000 in wholesale production, and you're just \$2,000 away from achieving this. I know you can make this happen!
- Just one more team member and you can be a Team Leader! Why not call five of your best customers and set up team-building appointments? I know you can do it.
- Your consistency has inspired everyone in our unit!
- Your consistency is an example for all, and I know that soon you'll be wearing that Red Jacket!
- It's so great to see you giving your business the first-class effort that it deserves. You may soon be enjoying first-class rewards as a way of life!
- May your week be even greater than you have projected it to be!
- Success is the daily progression toward a predetermined worthwhile goal!
- You're so proficient at breaking your goal down into “daily do-ables”: a class a day, a makeover a day, three appointments a week, one hour a day serving customers, and booking more classes to grow on.

- I applaud your goal-setting ability and self-discipline.
- Your strong sales indicate to me that you can also become a top team builder!

### **A Few Final Words About Communication**

Identifying behaviour types is strictly a way for you to help improve your communication skills. There are no good or bad behaviour types. You need all four types to build a successful unit.

Most people have one dominant behaviour type backed by a strong secondary behaviour type. You might consider the benefits of determining both types and adapt your communication style accordingly.

As an Independent Sales Director, consider the benefits of adapting your communication style to the style of the person you're talking to. If, for instance, you're talking with an Independent Beauty Consultant who is a Conscientiousness type and you're not, you might want to slow your pace and be patient in answering questions and providing statistics to make her feel more comfortable. If you're a Dominance type and not naturally enthusiastic, you might want to adopt the enthusiasm that comes naturally to an Influence-type person during your unit meetings and at guest events. Many Independent Sales Directors call this "mirroring" and achieve great success in communicating with others.

You might be cautious about using your own behaviour type as an excuse. For instance, if you're an Influence type, details and deadlines may not be important to you. But they probably are to a Conscientiousness-type Independent Beauty Consultant. You might not want to use that as an excuse to be late or miss an appointment with her.

If you understand the value of this kind of communication and are willing to adapt to all behaviour types, you may become a more well-rounded and successful Independent Sales Director. You may find it easier to relate to everyone in your unit, and they may be able to better relate to you.

## Six Important Things to Consider

1. Keep a new Independent Beauty Consultant in your hip pocket for the first few weeks to help her learn the skills needed to be successful.
2. Consistently build the dream of being an Independent Sales Director to help motivate Independent Beauty Consultants up the career path.
3. Spend 45 percent of your time with new Independent Beauty Consultants, 45 percent with Independent Beauty Consultants who want to move up the career path and 10 percent of your time with the other Independent Beauty Consultants in your unit.
4. When an Independent Beauty Consultant goes into Independent Sales Director-in-Qualification, you might want to set a goal to recruit one new team member for every team member she recruits.
5. Learn how to actively listen to your unit members so they'll know how much you truly care.
6. Tailor your conversations to the behaviour type of an Independent Beauty Consultant to better motivate her toward her goal.



# Setting New Goals for the Future

Chapter 12

# Setting New Goals for the Future

This chapter will focus on:

- Ways you can set a long-term goal and break it down into bite-sized chunks
- Ways you can play the numbers game
- Ways to plan your month to help you achieve your goals

“People with goals succeed, and those without goals fail. Define your goals. Then write your goals down along with a specific plan for accomplishing them. Break the long-term goal into a series of little goals, each attainable within a specific time frame. As the saying goes, ‘You can eat an elephant one bite at a time.’”

– Mary Kay Ash

Becoming an Independent Sales Director isn't just a destination; it can be a starting point for bigger and much better things. That's why goal setting can be so important.

## Set a New Goal

If you don't currently have a goal that you're actively working toward, why not take a minute to set your next goal right now?

My long-term goal for my Mary Kay business is:

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My plan for accomplishing it is:

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In order to achieve this goal, I need to break it into smaller goals. Therefore, my goal for the next five years is:

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My goal for the next year is:

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My goal for the next six months is:

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My goal this month is:

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My goal this week is:

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Now that you've set a new goal, you might want to create a new goal poster so you'll have that new goal in front of you at all times.

## Play the Numbers Game for Bigger Rewards

If your long-term goal seems overwhelming right now, then maybe you need to visualize it in a way that will help make that goal more achievable. Many Independent Sales Directors do that by playing a numbers game. The numbers game is merely using numbers to help you achieve your goal.

### Suggested Steps to Help You Reach Your Goal

1. Write it down.
2. Share it with someone.
3. Break it into smaller goals.
4. Put a deadline on it.
5. Plan the steps to achieve it.
6. Focus daily on it.
7. Take action!

By now, you probably know the more you sell, the more money you can make. The more team members you have, the higher up the career path you can move. The more unit members you have, the higher your unit production can be. The higher your unit production, the greater the rewards! So how do you get some of these bigger rewards? It's a numbers game! So let's look at the numbers.

*The following figures are for illustrative purposes only and are not intended to be a representation or guarantee of future commissions, prizes or awards. Naturally, your results depend on your personal efforts and results may vary.*

### Numbers: how unit size relates to unit production:

Generally speaking, your unit size may determine your unit production. Some units may achieve these goals with fewer unit members than others, and some may require more. The number of unit members needed to reach your own personal unit goals will depend on the average productivity of your unit members. Here's the general rule of thumb for the number of unit members you might require to reach your goals:

### Career Car Goal

Unit Size	Goal
50+	Premier Club
80+	Cadillac

### Unit Circle Goal

Unit Size	Goal
65+	\$300,000 Circle of Achievement
100+	\$500,000 Circle of Achievement
135+	\$600,000 Circle of Excellence and the Top Sales Director Trip
165+	\$750,000 Circle of Excellence and the Prestige Trip
200+	Million-Dollar Circle of Excellence

### Numbers according to unit wholesale production:

Monthly Unit Wholesale Production	Unit Circle Goal
\$12,500	\$300,000
\$16,667	\$400,000
\$20,834	\$500,000
\$25,000	\$600,000
\$31,250	\$750,000
\$41,667	\$1,000,000

### Numbers according to Star Consultants:

Star Consultants Per Year*	Unit Circle Goal
30	\$300,000
50	\$500,000
60	\$600,000
75	\$750,000
100	\$1,000,000

\* This number reflects total quarters of everyone achieving Star Consultant status. Therefore, if one Independent Beauty Consultant in your unit achieves Star Consultant status all four quarters, that counts as four of the 30 Star Consultants in the first figure.

### Monthly Action Plan

Setting a monthly goal may help you achieve your long-term goals. It may also keep you focused, offer you a track to run on and help you monitor your progress throughout the month.

Activity



A helpful chart you might use each month that was created by U.S. Independent Executive National Sales Director Karen Piro and U.S. Independent Executive National Sales Director Emeritus Emily McLaughlin can be found below. Why not take a few minutes to plan your month right now?

## Action Plan

Wholesale Goal for the Month		New Beauty Consultants Goal for the Month	
Unit wholesale goal:	\$ _____	New Unit Members:	# _____
Personal wholesale goal:	\$ _____	New Personal Team Members:	# _____
Total goal:	\$ _____	Unit Size at Month's End:	# _____

Personal Selling Activities		Personal/Unit Appointments		My Focus for the Month	
1		1			
2		2			
3		3			
4		4			
5		5			
6		6			
7		7			
8		8			
9		9			
10		10			
11		11			
12		12			
13		13			
14		14			
15		15			
16		16			
17		17			
18		18			
19		19			
20		20			
21		21			
22		22			
23		23			
24		24			
25		25			
26		26			
27		27			
28		28			
29		29			
30		30			

Unit Theme for the Month	
_____	

Candidates to Move up This Month	
<b>Senior Beauty Consultant</b>	<b>DIQ</b>
1	1
2	2
3	3
4	
5	<b>Grand Achiever</b>
6	1
	2
<b>Star Recruiter</b>	
1	<b>Star Consultant</b>
2	1
3	2
4	3
5	4
6	5
	6
<b>Team Leader</b>	
1	7
2	8
3	9
4	10
	11
<b>Future Independent Sales Director</b>	
1	12
2	13
3	14
4	15
5	16
	17

Final for the Month	
Unit wholesale:	\$ _____
Personal wholesale:	\$ _____
New Unit Members:	# _____
New Personal Team Members:	# _____
Unit Size:	# _____

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## Six Important Things to Consider

1. People with goals succeed, and those without goals fail.
2. Break your long-term goal into a series of little goals, each attainable within a specific time frame.
3. Becoming an Independent Sales Director is not just a destination, it can be a starting point.
4. Learn to play the numbers game.
5. Set a goal and work toward it every day.
6. Determine a plan of action at the beginning of each month to help you reach your goals.

### Thanks

The Company is deeply appreciative of the Independent Sales Directors and Independent National Sales Directors who donated their time and expertise in making the *Action Plan: Helpful Tips for Independent Sales Directors* a reality.



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