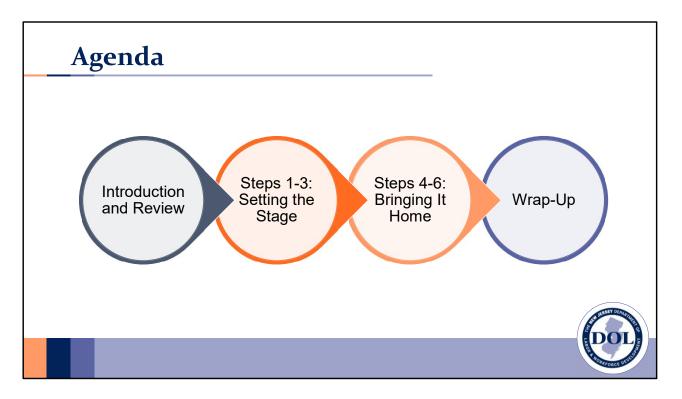
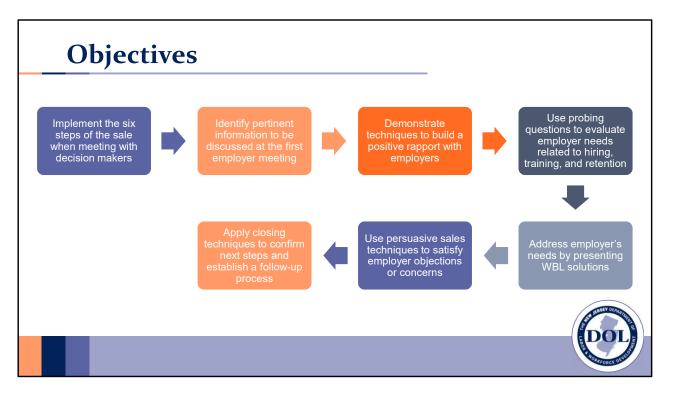


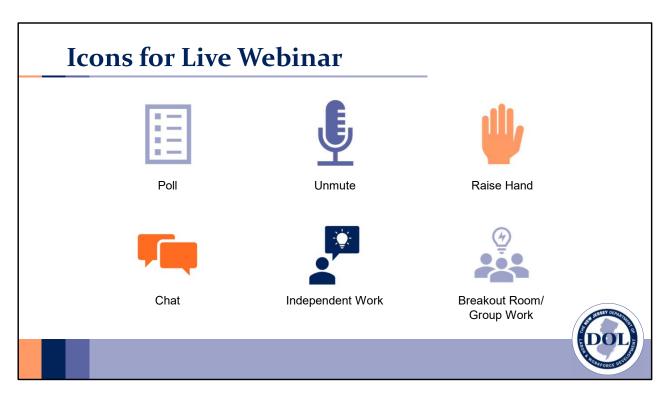
• Welcome to the training "Work-Based Learning 202: The Six Steps of the Sale."



- Our agenda for today is:
 - An introduction section, where we are now, to share the agenda, objectives, and webinar tools. We will also briefly review what we learned to this point.
 - Steps 1-3: Setting the Stage
 - Steps 4-6: Bringing It Home
 - A wrap-up section!



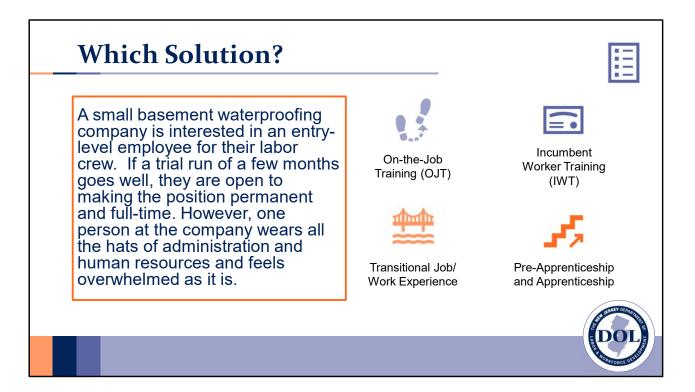
- Objectives are what you should be able to do by the end of this module.
 - o Implement the six steps of the sale when meeting with decision makers
 - o Identify pertinent information to be discussed at the first employer meeting
 - o Demonstrate techniques to build a positive rapport with employers
 - $\circ\;$ Use probing questions to evaluate employer needs related to hiring, training, and retention
 - o Address employer's needs by presenting WBL solutions
 - Use persuasive sales techniques to satisfy employer objections or concerns
 - o Apply closing techniques to confirm next steps and establish a follow-up process



- Each symbol on this slide represents a type of workshop activity delivered via webinar.
- Poll: Participants will take a poll, on screen, and we will be able to look at and discuss results.
- Unmute: In response to a prompt, participants are invited to unmute themselves (or be unmuted) in order to share.
- Raise Hand: Participants can virtually signal a hand raise or agreement when the facilitator asks for a show of hands.
- Chat: Participants respond to a question in the chat feature where everyone can see.
- Independent Work: Participants complete something individually and independently during the webinar.
- Breakout Room: In groups, participants go to virtual breakout rooms where they work on or discuss something.



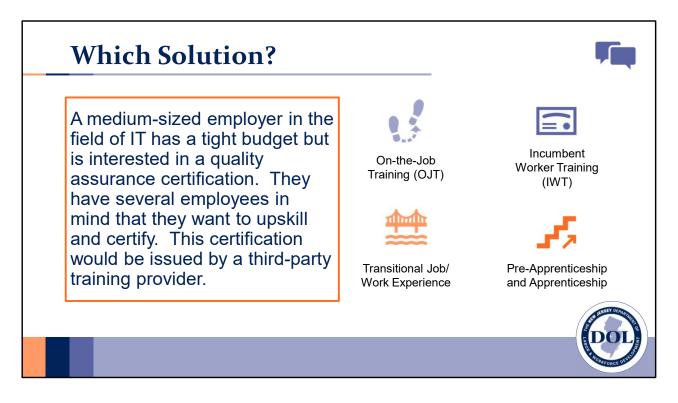
- We reframed the traditional sales perspective to the perspective of solving employer challenges with work-based solutions!
- In order to solve employer challenges, you need to know your products (the types of work-based learning opportunities as well as their eligibility requirements) and know your customers (the employers themselves as well as your candidates).
- Two outreach methods are lead generation (occurs en masse, with employer reaching out) and prospecting (occurs one-to-one, with workforce staff reaching out to employer).
- The gatekeeper is the person who intercepts requests of the decision-maker. To "get past the gatekeeper," build trust and rapport.



- A small basement waterproofing company is interested in an entry-level employee for their labor crew. If a trial run of a few months goes well, they are open to making the position permanent and full-time. However, one person at the company wears all the hats of administration and human resources and feels overwhelmed as it is.
- On-the-Job Training (OJT)
- Incumbent Worker Training (IWT)
- Transitional Job/Work Experience
- Pre-Apprenticeship and Apprenticeship
- The most appropriate solution to solve this employer's challenges is transitional job/work experience.
- A transitional job/work experience is when an employer hires someone with very limited work experience. Since this position is entry-level, that would make sense!
- The fact that the employer is interested in a trial run of a few months but also open to hiring for a permanent position is also a good fit for this, since hiring is encouraged but not required for a transitional job/work experience.
- In addition, the person who does all the administration and human resources

work will be relieved to know that the candidate will be paid by and technically employed by the workforce program, not by the employer! Less work, no cost!

- An OJT is not the best choice because that is typically for a technical skillset, which this is not. Also, OJT requires permanency, which this seems to not necessarily have.
- An IWT is for an incumbent (existing) employee to be trained. That's not what this employer's situation is.
- A pre-apprenticeship is a short-term training program offering industry credentials that prepares people to enter and succeed in at least one registered apprenticeship, and a registered apprenticeship is an approved training program which involves both classroom and on-the-job training according to federal guidelines. This position (an entry level employee in a labor crew) doesn't seem appropriate for an apprenticeship.



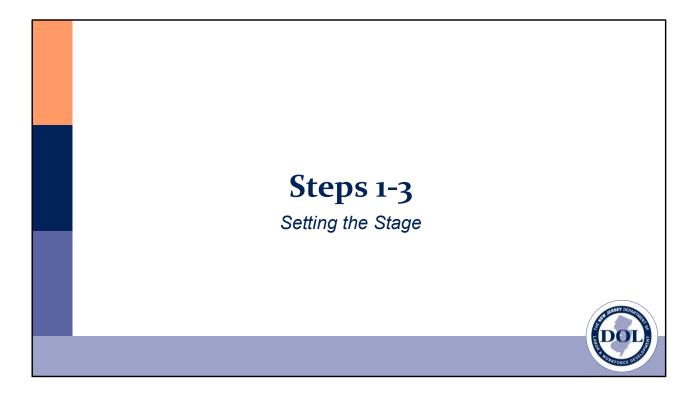
- A medium-sized employer in the field of IT has a tight budget but is interested in a quality assurance certification. They have several employees in mind that they want to upskill and certify. This certification would be issued by a third-party training provider.
- The most appropriate solution to solve this employer's challenges is incumbent worker training (IWT).
- IWTs are meant for existing employees who need to be upskilled or trained in a specific way. Since this employer has both existing workers, and a specific certification (quality assurance) in mind, they might be a great fit for IWT.
- An IWT pays the training provider, thus helping the employer save their money in their tight budget!!

The Six Steps of the "Sale"

You're going to talk about work-based learning to a decisionmaker at a company – great! Now what?



- The Six Steps of the Sale we will be examining are:
 - 1. Prepare for the Meeting
 - 2. Build Business Rapport
 - 3. Probe for Needs
 - 4. Present Solutions
 - 5. Handle Objections
 - 6. Confirm Next Steps

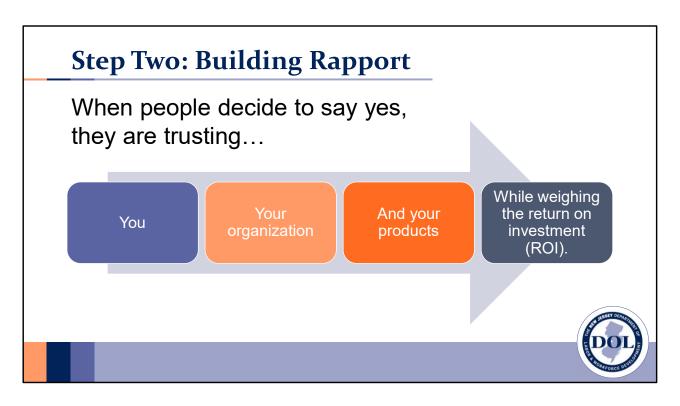




- We need to first complete our research on the company, labor market, and the decision maker. We should already have a decent start on this due to our prospecting and getting past the gatekeeper research, but now you can put all the pieces together that you have. It should be confirmed who the decision maker is, as that is who you are meeting, so do some research on them as well. The more you know going into your first meeting, the more confident and comfortable you will be.
- The next task you should complete before the meeting is to prepare your leading questions. What questions are you going to ask the decision maker? We will discuss asking probing questions in step three, but for step one, you need to narrow your focus of determining what information you want from the decision maker so that you know what questions to ask.
- The last task in preparing for the meeting is to determine what information you are going to discus at the first meeting with the decision maker. This information should be in the form of an up-front contract.



- A meeting guide is a tool that you can use to prepare for and guide the meeting. This is for your reference, and not something the decision maker needs to see or have explained to them. It organizes and clarifies the purpose of the meeting. It sets the scene for what will occur during the meeting. This meeting guide can also serve as a helpful reference for after the fact!
- There are a few components to this meeting guide:
 - Contact Information
 - o Key Research
 - o Objective of the Meeting
 - o Your Role
 - Decision-Maker's Role
 - \circ Conclusion



- When people decide yes, they usually say yes, and extend trust, in a particular order.
 - First, they trust you. Are you trustworthy and genuine? Do you know what you are talking about? Are you providing them with an exceptional customer experience? This first step is critical because if you do not build a good rapport with your customer, they will not proceed in the process.
 - Next, they trust your organization, which may be the One-Stop Center. How is the organization's reputation? Is the organization known and reputable?
 - Then, they look at the products/services, which are the work-based learning solutions. Are you able to offer them something they need or want?
 - Finally, they look at the return on investment (ROI). Of course, WBL solutions are offering reimbursement in some way, and may not have a monetary price, but there are still costs in the form of time, human resources, and risks. Is what you are offering worth the investment? The more specific you can be here, the better. Of course, you cannot *guarantee* specific amounts of money or that the employer would qualify, but you can certainly share common outcomes, how WBL works, and successful examples.
- Understanding the order in which people move when making a decision will help you better understand what you need to do in order to bring an employer to using a WBL solution. And while many of you don't consider yourselves traditional salespeople, rightly so, you are responsible for integrating sales into your customer experiences. We

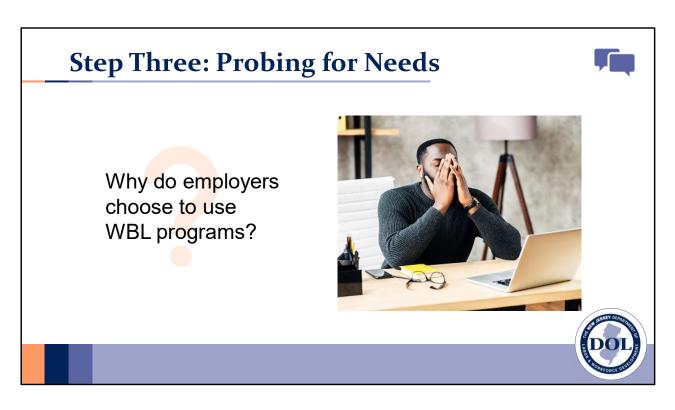
will now look a little more in depth at how you can successfully build rapport with your customer, and for lack of a better term "sell yourself."



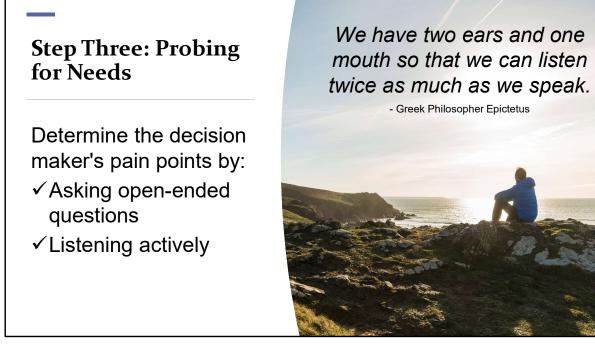
- Let's set the scene: this is our first meeting with the decision maker. We've done our research and we have prepared our list of questions as well as our meeting guide.
- When meeting a decision maker for the first time, we have to build trust and rapport with that person—we need to "sell ourselves". When we talk about building rapport, we are talking about a few different tasks.
 - First, we need to develop trust. This is established by also having open and honest communication with the decision maker.
 - Imagine you go to a car mechanic to get your car fixed and the mechanic is telling you that you have multiple things wrong with your car and its going to cost a fortune to fix. How you respond is dependent upon your relationship with that mechanic, most likely. If you trust that person, you're going to act differently than if you don't!
 - We are trying to build trust with our decision makers, never breaking it down.
 So, it's a good rule of thumb to treat your decision maker the way that you want a car mechanic to treat you—you want to be open and honest, building a relationship. If maybe this time the employer is not ready for WBL, that's okay because hopefully you've established a connection with someone who will be willing to work with you in the future.
- Second, you want to find common ground between yourself and the decision-maker.
 - o Embrace small talk! Small talk can help people connect, find things they have in

common, and begin a relationship. Don't just "cut to the chase" – focus on relationship-building.

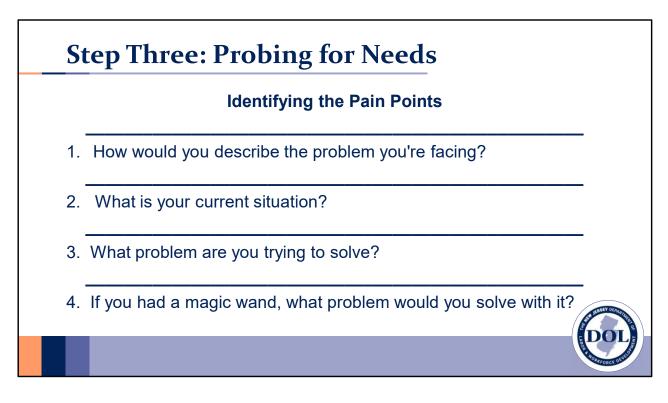
- Share something about yourself. Reciprocity is important. If you share something about yourself, your day, your interests, or what you might be looking forward to, that invites the decision-maker to reciprocate. It helps create a conversational, relaxed environment. And, of course, it helps you and the decision-maker find common ground to bond over.
- The last task in building rapport is to use your meeting guide with the decision maker. Remember, this is not something you are handing to the decision-maker or making a big deal over. It's simply a way for you to prepare for and organize the meeting so it is productive and helpful for everyone.
 - Make the agenda of the meeting very clear. The decision-maker should understand why you are meeting together, and what you will be discussing.
 - Establish consensus as to the purpose of the meeting. Share the goals of the meeting and encourage the decision-maker to get on board with these goals.



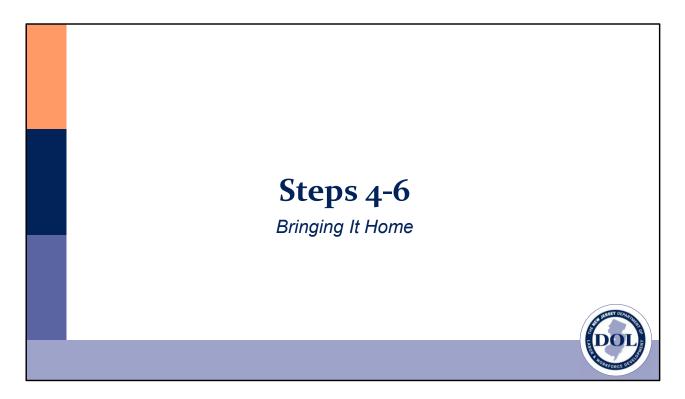
- One of the first things you need to understand is why employers choose to use WBL programs.
- People choose to use WBL programs based on whether those services alleviate their pain points. This is often an emotional decision. A pain point is the gap between where the decision maker *is* and where they *wants* to be.
- So, we are not going to jump right into highlighting the benefits and features of WBL, but instead explain how WBL will help resolve any pain the decision maker is having. In order to do *that*, we first need to understand what the decision maker-needs and what their pain points are.



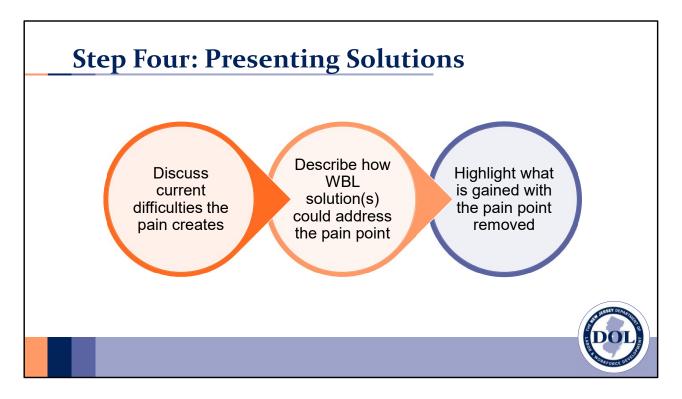
- We can probe for needs by asking open-ended questions which will uncover the decision maker's pain and demonstrate active listening along the way.
 - You can gain so much more information from an open-ended question than a closed-ended question. You goal here is to get the decision maker talking about their needs, so unless you are confirming a detail, we recommend you do not ask "yes" or "no" questions. You want as much detail as possible in as few questions as possible. The goal of the questions is to not only identify needs, but to clarify need and eliminate any potential surprises along the way.
 - Active listening means you are not simply waiting for your turn to talk. You are paying attention to what is said, asking clarifying questions, and really seeking to understand where the other person is coming from. Non-verbal cues such as eye contact and attentive body language are also part of active listening.
 - The Greek philosopher Epictetus is said to have coined the phrase, "We have two ears and one mouth so that we can listen twice as much as we speak." This is a good proverb to keep in mind when meeting with a decision-maker!
- Let's take a look at an example set of questions one should ask a decision-maker to find out what their needs are.



- First, it is best to be direct to try to hear from the decision maker what their pain points are.
- Asking questions like, (these are not in order, but potential questions to ask during the first phase)
 - $\circ~$ How would you describe the problem you're facing?
 - What is your current situation?
 - What problem are you trying to solve?
 - \circ If you had a magic wand, what problem would you solve with it?
- These questions are an easy way to get the decision-maker to talk directly about their identified pain points.
- Be sure to summarize what the pain points are with paraphrasing or restating your takeaway and allow for the decision-maker to agree or disagree before moving forward.
- Clarifying questions could include:
 - "Would it be accurate to say that some of your biggest challenges include x, y, and z?"
 - $\circ~$ Or perhaps, "I am hearing that your needs are x, y, and z. Is that correct?"
- This will ensure a mutual understanding of the problem, and this is how we demonstrate active listening while asking questions.



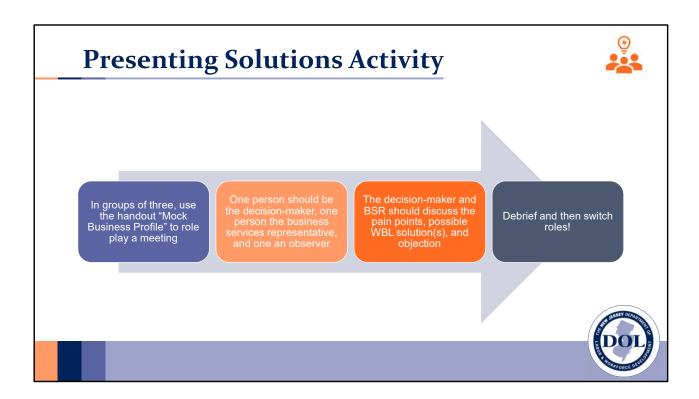
- So far, we have covered the first three Steps of the Sale. To recap, these were Prepare for the Meeting, Build Business Rapport, and Probe for Needs. These three steps are the foundation for a collaborative, solutions-oriented conversation!
- In this section, we will cover Steps 4-6, starting with Presenting Solutions...

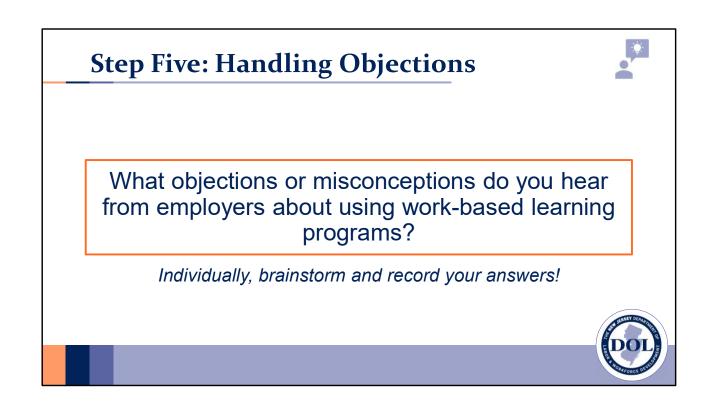


- Since we do not want to focus on the benefits and features of WBL solutions, but instead highlight how WBL can solve the decision maker's problem, there is way in which you can frame how you present your solutions.
- First, you want to paint a picture for the decision maker on how great work would be if the pain went away.
 - $\circ\;$ You first lean in on what they experiencing now and all the difficulties the pain creates.
 - \circ Then you want to describe how WBL solutions could address the pain point.
 - Highlight what is gained with the pain point removed. Provide a description of what it would look like if the pain went away.
 - This could the freeing up of precious time or the disappearance of worries. Basically, focus on how much better their work life would be without the pain.
 - You can do this by describing the scene yourself or by asking the decision maker what their day would look like without X pain point and let them daydream the potential outcome.
- You can also remind them the cost if the pain goes unresolved. Ask the decision maker the cost of the pain point and how much is it going to cost to continue. This then allows you to present your solution as a cost-effective way in resolving the pain point.
- This framework leverages on the emotions of the decision maker, which drives people's

decision-making.

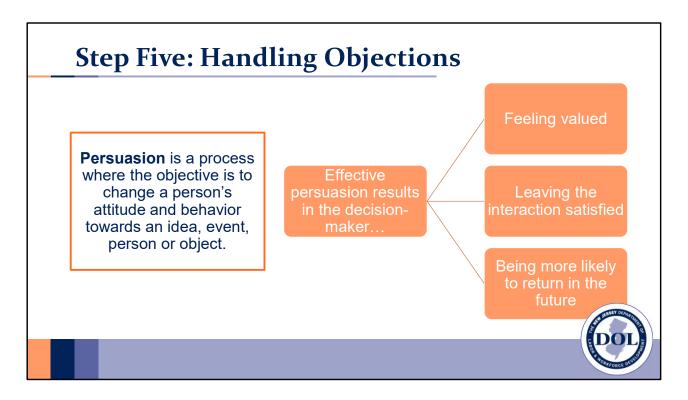
But in order for this angle to work, you need to have accurately identified the pain point.
 So, if the decision maker doesn't seem sold on the idea, you may need to be flexible with adjusting what pain point you are trying to resolve.



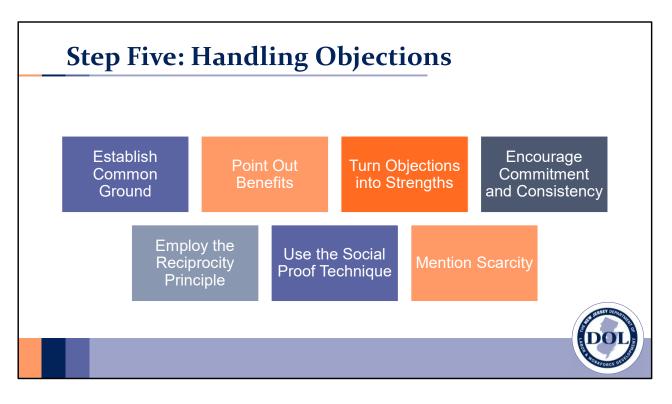


S	ep Five: Handling Objections					
			떒		0000	
	Insufficient time	Insufficient resources	Too confusing or overwhelming	Skeptical of the value	Need another decision- maker for further approval	1
						DOL

- Here are common objections from employers:
 - \circ Insufficient time
 - Insufficient resources
 - $\circ~$ Too confusing or overwhelming
 - $\circ~$ Skeptical of the value
 - Need another decision-maker for further approval



- Persuasion is a process where the objective is to change a person's attitude and behavior towards an idea, event, person or object. Persuasion is an effective way to positively influence and retain decision-makers through engagement, connection, and creative problem-solving.
- Effective persuasion isn't just about the getting something from someone at any cost.
 For work-based learning, it is important to focus on relationship building with the employer. Therefore, effective persuasion results in the decision-maker...
 - Feeling valued,
 - o Leaving the interaction satisfied, and
 - Being more likely to return in the future.
- Everyone is capable of being persuaded. It is just understanding the decision maker's motivation and need and being able to effectively address that motivation or need.
- Let's examine some techniques for persuasion.



- Now we'll examine some effective techniques for persuasion. Some of these are more focused on relationship-building in general – which should always be front and center! And some are more specific to handling objections.
- Establish Common Ground
 - People tend to accept solutions and seek to work with people that they like. This is why you should establish rapport with employers.
 - You should seek to establish areas of commonality (you both like the New Jersey Devils). If you don't know what you have in common, you should ask questions and try and get the decision maker to talk about themselves.
 - You will learn a lot by simply asking questions and allowing the decision-maker to talk about themselves. You should also keep smiling and strive to be likeable by being confident, enthusiastic, prompt and respectful.
- Point Out Benefits
 - You should highlight the major benefits of using WBL solutions, perhaps highlighting the benefits and features is enough to convince the decision maker that now is the time to move forward. You should try to show how it is a good idea by appealing to the unique decision-maker's needs and motivations.
 - Try to avoid being pushy or insistent. This may turn the decision maker off and it makes you look desperate.
- Turn Objections into Strengths

- You should expect to be objected to. This is a normal part of the job. Having a good understanding of and believing in the WBL solutions you offer will help you counter any objections and criticism raised.
- You should agree with the decision maker's objection and then illustrate how it is easily overcome or resolved by WBL solutions. Illustrate the advantages that will eliminate the decision maker's pain points and satisfy their wants.
- Encourage Commitment and Consistency
 - If you can encourage, or persuade, the decision maker to commit to something, their sense of consistency can lead them to decide.
 - Once they've committed, the decision maker will create their own reasons to justify their decision.
- Employ the Reciprocity Principle
 - This principle implies that when someone does something for us, we feel obliged to return the favor. If you are able to offer the decision maker something or make them, feel like you did something extra, it might endear them and increase the likelihood of future business.
 - $\circ\;$ People like to feel like they are being taken care of.
- Use the Social Proof Technique
 - People tend to follow others (bandwagon effect).
 - Often it can be effective to share stories and examples of other employers who have used WBL solutions and how they have appreciated and benefited from them! Have examples ready to share!
- Mention Scarcity
 - This involves letting people know that they stand to lose a chance to obtain something or may have to wait longer if they delay. However, you should still be genuine about the deadlines and quality limitations.
 - You see this principle applied a lot when products or services are marketed as "available for a limited time only." The fear of missing out triggers people into buying a certain product or service.
- Implementing these persuasive techniques can help you handle any objection from the decision-maker.

Step Five: Handling Objections

Be aware of your non-verbal cues and appearance

Relax

Ask questions to probe needs and motivations

Know your products and services

Offer personal stories and examples

Confidence is key



- Here are a few best practices to remember when implementing persuasive techniques and handling objections:
 - Your appearance and non-verbal cues could be damaging your rapport with the decision maker and shutting down the interaction. Pay attention to your nonverbal cues whenever you are selling. Decision makers are likely to be watching and making judgements about how approachable you are before the interaction even begins.
 - To persuade people, you have to be in a relaxed state. If you are frustrated, overwhelmed or flustered, your ability to persuade will not be as effective because you will be unable to focus on the interaction with the decision maker.
 - People accept and seek services for reasons that are unique to them. Therefore, you should ask questions and not assume that every decision maker wants the same product or service for the same reason. Actively listen to the decision maker's answers and tailor your approach to meet their needs and appeal to them as an individual.
 - Know your products and services. Be able to offer alternatives and testimonials. People appreciate when you can speak from personal experience about workbased learning programs.
 - Decision makers see your confidence in yourself and in your abilities. Do whatever you can to keep your confidence up. Use positive affirmations and do

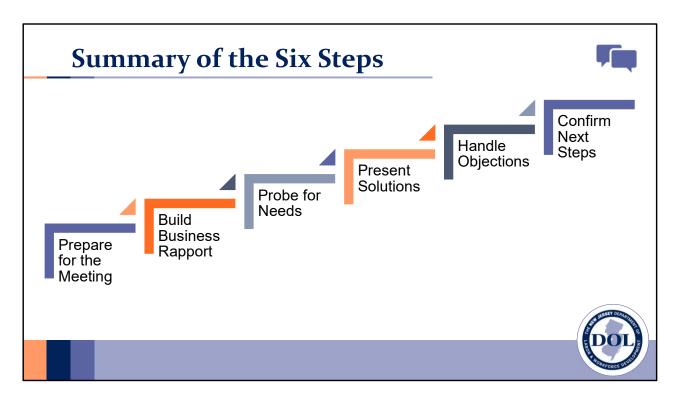
something you are great at every day to remind yourself you do have abilities, especially when you feel like you are having an off day.

These techniques can be used to build or maintain decision maker relationships too.
 Sometimes its about helping a decision maker feel good about a decision they've made already or making decision maker feel confident and positive about their relationship with your company.



- In general, there are three potential conclusions to a meeting with a decision-maker:
 - Ready to move forward,
 - $\circ~$ Not the right time/need additional decision-maker, and
 - Not moving forward.
- This step is about helping the decision maker choose which outcome is best suited for them, so that you know what your next steps will be. No matter the choice of the decision-maker, you will know exactly what you should do to either move forward with a WBL solution or strengthen the relationship with the decision-maker in hope for future opportunities.
- If the decision maker is ready to proceed with a WBL solution:
 - Your job at this point is to move onto the next concrete to-do item and not lose momentum. You do this by establishing a follow-up process and discussing next steps. You can provide some insight to the decision maker as to what will be happening next, as well as establish another date and time to meet about the WBL solution or begin the process right then.
 - This looks like:
 - "I think you are making a great choice and I am happy to be able to help resolve your pain. The next steps are x, y, and z. Are you free within the next few days to meet back up and begin the process?" Or "If you have the time right now, we can begin the process to implement this WBL solution."

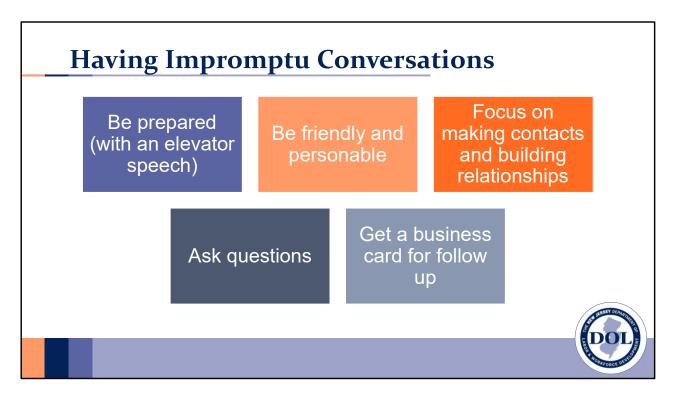
- If the decision-maker, expresses that it is just not the right time to move forward, or they need an additional decision-maker:
 - Accept this response as the decision maker is interested, but it's just not a good time, or they don't quite have what they need. What you need to do is focus on relationship building and establish a date and time in the future that you can touch base with the decision-maker, especially if there is another decision-maker who needs to be a part of the process.
 - An example would be:
 - "I understand that right now is not the right time. But I would love to follow-up with you in the near future and reevaluate if it's a better time. Should I follow-up in 30, 60, or 90 days from now? I look forward to working with you in the future."
- If the decision maker is not willing to proceed forward with WBL solutions:
 - Your job at this point is to maintain a professional relationship with the decision maker. Just because he or she isn't buying today, it doesn't mean they won't in the future. Accept their "no," but leave the door open for a future relationship. At this point you could highlight other resources your organization offers and how they can contact you if they change their mind.
 - In addition, even if the answer right now is "no," you can still use the information you gathered to help you better understand that labor sector. You can share what you learned with your colleagues, and brainstorm better approaches in the future.
 - $\circ~$ This would look like:
 - "I appreciate you meeting with me today and I am sorry that I am not able to help relieve your pain points. Just so you know, we also offer x, y, and z services. So, if you change your mind and decide you want to talk about WBL programs, please do not hesitate to reach out to me. I can be contacted at... I hope we will get to work together in the near future."



- The Six Steps of the Sale that we discussed today are:
 - 1. Prepare for the Meeting
 - 2. Build Business Rapport
 - 3. Probe for Needs
 - 4. Present Solutions
 - 5. Handle Objections
 - 6. Confirm Next Steps



- Remember, the 6-step strategy is not a magic formula or answer to all problems you may encounter when meeting with employers, learning about their challenges, and presenting work-based learning solutions. However, it is a helpful tool for when you have conversations or meetings with decision-makers. It can help provide a framework for approaching employers in a collaborative, solution-oriented way.
- The six steps of the sale are best when you have already sourced your employer, not when you bump into someone at an event. However, it's worthwhile to think about how we can apply some principles or strategies that we discussed today to ANY situation, even an impromptu conversation.

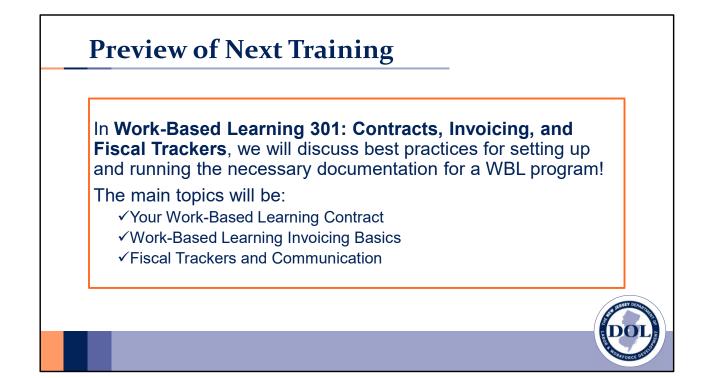


- The six steps do not fit into every contact with an employer, but we can still draw certain principles and strategies to apply to impromptu conversations!
- Be prepared (with an elevator speech)
 - You won't be using a meeting guide in an impromptu, informal conversation, but we can still draw on principles from Step One: Prepare for the Meeting here. Namely, organize your thoughts a head of time and keep your goal in mind.
 - Be ready to quickly introduce yourself, your role, and work-based learning programs. Practice this little "elevator speech" but feel free to adjust off-thecuff based on who you're talking with or the setting you find yourself in.
- Be friendly and personable
 - Everything that we discussed in Step Two: Build Business Rapport, applies to this point and the next. It is still a good idea to build trust and to find common ground through small talk!
- Focus on making contacts and building relationships
 - If it's an impromptu conversation and you don't know the person, you probably won't know if you're talking to a decision-maker or a gatekeeper. Either way, focus on making contacts and building relationships! If you're talking with a gatekeeper, that person can connect you with the decision-maker(s); if you're talking to a decision-maker, all the better!
- Ask questions

- Whether you are having a scheduled, sit-down meeting with a decision-maker, or you literally bump into someone at a networking event, you want to ask openended questions and listen actively in order to understand the employer's pain points (see Step Three: Probing for Needs).
- You are not going to sell an employer on WBL in your first meeting and you shouldn't try to. That first contact should be all about relationship building and gathering information/research.
- Get a business card for follow up
 - Remember, the goal is making contacts and building relationships. So, ask for a business card from the person you're talking with, or contact information.
 Depending on the interest level or relationship, you could even start asking about next steps or follow up times.
 - A scheduled follow up meeting with a decision-maker will be a more appropriate time and place to implement the six steps of the sale.
- When the employer chooses to move forward with a WBL solution, you want to make the documentation and contract – which is important to the success of the program – as effective as possible.

Wrap-Up	
Steps 1-3: Setting the Stage	
 Prepare for the Meeting Build Business Rapport Probe for Needs	
Steps 4-6: Bringing it Home	
Present SolutionsHandle ObjectionsConfirm Next Steps	
Impromptu Conversations	

- We went into detail about how we can effectively "sell" WBL program as solutions to employers by using the Six Steps of the Sale.
- The first three steps focused on setting the stage with the decision maker. Steps 4-6 focuses on how you can close the sale successfully and overcome potential objections.
- Then we looked at how we can leverage the six steps, prospecting and lead generation in impromptu conversations.
- This information can help you effectively "sell" all four types of WBL programs to employers.
- Now, a little preview of our next training....



Upcoming WBL Training Schedule

Module 301: Contracts, Invoicing, and Fiscal Trackers

- Two options: Tuesday May 31st at 9am OR Thursday June 2nd at 1pm
- ✓ Audience is the fiscal team AND staff working with employers



