



4 secrets of **HIGH** **RETENTION**



The manager's playbook

MANAGER WORKBOOK · WRITE-ON EDITION

Build remarkable leaders
who build remarkable teams.

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FROM THE DESK OF BEN WARD

I used to lose **half my team** every single summer.

I remember one of my reps, Kyle, knocked himself sick out in the field. I picked him up from the area, and he quit later that night. I had another rep get put in the back of a cop car. He called me crying, called his mom, and quit on the spot. For a long time, I blamed them. I called them wusses.

Then I had a harsh realization. I was **under-leading** them. I already knew they'd face these exact hard moments, and I never prepared them for it. So I committed to step up, take responsibility, and stop under-leading my team.

Everything in this book was born from that decision. Four secrets. A duplicatable system. Apply it, and you'll prepare your people for the inevitable hard, before it ever shows up at their door.

*"How I went from losing half my sales team every year to **not losing one person**, by applying a duplicatable 4-step system."*

— Ben Ward



4 SECRETS OF HIGH RETENTION™

THE ROADMAP

The 4 Secrets of High Retention™

Work through each secret in order. Read the teaching, then write your own answers in the spaces provided. By the last page you'll have a complete, duplicatable retention system, in your own words.

1**The Oceanside Principle**

Beat the news home. Prepare them for the hard before it ever comes.

2**The 10% Bonus**

Invest here. If nobody quits, everybody gets.

3**The Final Commitment Interview**

One-on-one, before deposits. Set expectations and get the signature.

4**The "Sun Block" Video**

Record their commitment. Play it back in their weakest moment.



The Oceanside Principle

Anticipation is the competitive edge. Before you can prepare your team for the hard, you have to know exactly why people walk away.

Top 5 reasons salespeople quit

1

2

3

4

5



Why have people quit on *my* team?

Or why might they? List every reason you can think of. Hold nothing back.

“

I blamed my reps for being wusses. But then I had a harsh realization: I was under-leading them. I already knew they'd face these hard situations, and I didn't prepare them for it. The Oceanside Principle was born right there, and since then, I've met with my team every year to prepare them for opposition.

— Ben Ward

Know your numbers

Most recent retention rate

Reps: sign to start

Reps: start to finish



The Oceanside Principle is defined by 4 principles

- **Beat the news home.** No negative surprises.
- **Explode bombs upfront.** Kill baby monsters before they grow.
- **Be willing to talk them out.** Tell them the hard, upfront.
- **Help them anticipate** the challenges they will face.

*"Anticipation is the **competitive edge** in life."*

— Tony Robbins

Checklist to apply it

- ☐ **Tell them all the hard.** Be willing to talk them out. Explode any bombs up front. They'll respect and trust you for it.
- ☐ **Commit to not under-lead.** Take responsibility. Take them under your wing.
- ☐ **List every reason** people have quit or might quit your team.
- ☐ **Make sure no one is surprised** by the challenges they'll face. Par for the course.
- ☐ **Schedule your Oceanside Meeting.**

What can I do to prevent people from quitting my team?

SECRET 2 The 10% Bonus

Invest here. **If nobody quits, everybody gets.** First, get clear on what turnover is really costing you.

What are the biggest expenses as a door-to-door summer sales manager?

Your biggest time-suckers, energy-suckers, and money-suckers are...

“

Recruits that quit. They're disgruntled from unmet expectations, the biggest stress and the biggest time-sucker for a sales manager. They drain the good energy and momentum from the whole team.



Why are recruits that quit so expensive? What else does it cost you?

What can you do to prevent this huge potential expense?

THE DECISION

What will my 10% bonus be?

Whatever you decide, it will be money well spent. **If nobody quits, everybody gets.**



The Final Commitment Interview

Meet one-on-one with every person on your team to lock in the commitment, **2-4 weeks before summer, before deposits are paid.**

How to run it

- Meet with each person individually. Do *this*, in person.
- Use the Letter of Understanding on the next page as your script.
- Prepare them in advance for every item, and create clear expectations up front.
- Go over each item, then have them sign off. **Express confidence!**

Interview prep

Start date

Finish date

Who do you want to live with? (If married, give housing criteria · \$500 deposit)

Commitment to the office & to yourself (1-10), and what makes you say that?



FINAL COMMITMENT INTERVIEW

Letter of Understanding

I, _____, on this _____ day of _____, do solemnly swear, both verbally and with the ink of this pen, on behalf of myself, my family, and all those who believe in me, that I accept the responsibilities of _____ in the _____ office, offered to me as a result of my dedication, standards, desires, strengths, optimism, and excellence, with _____ as my manager(s). I take it upon myself and give my word:

- ☐ My responsibilities **begin on** _____ and close at the end of the workday _____. Any late arrival or early leave will result in the penalties set forth in the employee agreement.
- ☐ I will **never**, under any circumstance of difficulty, inability, stress, blame of poor training, or lack of money or sales, consider or act in the manner of quitting, giving up, or going home.
- ☐ I will **ride with my team** every day and knock a minimum of **7 hours every day, Mon-Sat**, with optimism and positive conversation both in and outside the vans.
- ☐ If I accept the opportunity to **train with my managers**, I agree that all sales made during that training time are allocated to management, and that my responsibility in that time is to be educated.
- ☐ I have thoroughly been explained my **pay scale** and all bonuses therein.
- ☐ I understand that if I do not hit the requirements set for my **housing / rent**, I agree to pay for all my living expenses and remain the whole summer.
- ☐ I have **read my employment agreement**, which explains all deductions, penalties, and guidelines established by the company, and I do not hold management responsible for any lack of knowledge on my part.
- ☐ I understand that I will be considered **absent** if: I am late to correlation more than twice · I do not ride in the vans · I do not knock a minimum of 7 hours every day.
- ☐ I understand the **standards of this office**, and that breaking them will jeopardize my employment and trigger the consequences outlined in the employee agreement.
- ☐ I am **100% responsible** for my success this summer.

PRINT REP NAME

DATE

PRINT MANAGER NAME

REP SIGNATURE

DATE

MANAGER SIGNATURE

SECRET 4 The "Sun Block" Video

Record each rep giving their commitment for the summer, their best advice to themselves for when things get hard. **Pull this video out if they ever come to you to quit.**

- Get them on video giving their own commitment.
- Capture their best advice for their weakest moments.
- Great mid-summer correlation video, the highest-value use of your time to skyrocket retention.

Record their answers

Goals for summer

Personal improvement(s)

Installed accounts (target)



ON-CAMERA SCRIPT

The questions to record

What do you want to say to yourself during weak moments when you want to quit?

What's your best advice to keep pushing when facing a ton of adversity?

What do you want me, as your manager, to say to you if you want to quit?

What permission do you give me, the team, and management to keep you working should you want to quit?

From this moment, summer commitment has begun.

BONUS

10 Principles to create high loyalty

- 1 Assume innocence.** Most of the time you'll be right.
- 2 Catch people doing things right.**
- 3 Give them a name to live up to.**
- 4 Beat the news home.** No negative surprises.
- 5 Adopt the leader's mentality: "I work for you."**
- 6 Be responsive.** It's an eternal principle to be counted on.
- 7 Take responsibility for how they hear you.**
- 8 Don't shift blame, take it.** Allow them to save face.
- 9 Build a T.E.A.M.: Together Everyone Achieves More.**
- 10 Take a bullet.** "My bad, I didn't show him."

What else can *you* do to create high loyalty? Write your thoughts here.



You now have a duplicatable system for **high retention**.

Beat the news home. Invest in your people. Lock in the commitment. Capture it on camera. Do these four things, every year, and you'll stop losing your team, and start building remarkable ones.

Make it a great day.



The operating system for what you just read.

This workbook gave you the foundation. **Sellership University** gives you the system to build on it.

EVERY FRAMEWORK IN THIS BOOK GOES DEEPER INSIDE

- Recruiting
- Culture
- Coaching
- The complete Sellership System®
- Retention
- Hard Conversations
- Accountability
- New content added regularly

Built for leaders who are done guessing and ready to build something that lasts. Leaders inside are breaking records, rebuilding teams, and getting their lives back.

The Grail is not something you find once. It is something you **build** into every conversation, every week.

This is where that building happens.

sellershipuniversity.com →



Ben Ward