Strengthening Your Team’s Performance
How to develop your team
Development Contact
Development Contact 3: Overview and Benefits

• Know how to identify and develop potential Top Sellers and Sales Leaders
• Learn how to coach and provide feedback to your Downline
• Learn how to conduct Training Contact 3

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Meeting your short- and long-term goals will help you achieve your DREAMS

My personal dreams/goals

___________________________________________________________

___________________________________________________________

___________________________________________________________

Personal/team dreams/goals

___________________________________________________________

___________________________________________________________

“I have become one of Avon’s best by focusing on PATD. I simply grow my Customer base, and I invest time developing my team. Regular training contacts, mentoring sessions and fieldwork with my Downline have literally doubled my earnings. In just 3 months, I saw the results as I progressed from Executive Unit Leader to Senior Executive Unit Leader.”

— Marilyn, Senior Executive Unit Leader

Avon is one of the world’s largest beauty brands, and we are consistently ranked as one of the Top 100 global consumer product companies.
Congratulations on your achievements so far!

To keep you moving forward, now is the perfect time to review your successes.

What are your proudest accomplishments so far?

Target title____________________ Target campaign____________________

<table>
<thead>
<tr>
<th>Target Title Requirement</th>
<th>Last Campaign Results</th>
<th>Variance to Achievement</th>
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</thead>
<tbody>
<tr>
<td>SELL: Personal Sales</td>
<td></td>
<td></td>
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<tr>
<td>SHARE: Active Representatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SHOW: Active Sales Leaders (indicate title)</td>
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<td></td>
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<tr>
<td>Total Unit Sales</td>
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<tr>
<td>Estimated Earnings</td>
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</table>

Your results will give you a Fast Start!

Which activities have you conducted to build your team?
- Prospecting
- Appointing of Representatives
- Training Contacts with Representatives
- Development Contacts with your Sales Leaders

How can I further support you?

Now that we have reviewed your business, let's continue strengthening your team's performance to achieve your target title.

Your effort and productivity will be rewarded!

Avon makes it easy for you and your team to meet your goals with exciting opportunities. The same rewards you enjoy are available to your Downline Sales Leaders.

In the list below, put an [X] in the boxes of the opportunities you are currently taking advantage of and put a [✓] in the boxes of the ones you will add in the next 30 days.

Avon Sales Leadership Earning Opportunities
- Profit from personal product sales
- New Representative Development Program
- New product demonstration offers
- Multiple demonstration product offers
- President's Recognition Program (PRP) rewards
- Incentive programs
- Fast Start Bonus
- 1st Generation earnings
- 2nd Generation earnings
- 3rd Generation earnings
- Sales Leadership performance points
- Executive Cash Bonus*
- Mentor Bonus
- Title Advancement Bonus

*For SEUL only.

Help your Downline maximize these opportunities, and their motivation will soar!
How to identify potential Sales Leaders!

Your success depends on building three levels of Downline generations. Therefore, it’s important to continuously identify potential Representatives as future Sales Leaders.

For future Sales Leaders, you want to look for the combination of the right behaviors and more importantly, a winning attitude.

Winning Attitude
• Want to be their own boss
• Believe in the power of the Avon Earning Opportunity
• Willing to be trained and coached
• Willing to invest time in their business
• Enjoy helping others succeed

List your Downline members who exhibit most of these characteristics:

These are the Representatives you will want to develop as members of the President’s Recognition Program and top performers.

AVON
Coaching is key to strengthening your team’s performance

Now it’s time for you to mentor your Downline, even as you continue to benefit from the wisdom and coaching of others.

Coaching is making it easy for someone to develop, learn, perform or change. It requires observing someone as she conducts her Avon activities so that you, as the Coach, can identify specific areas for improvement.

Think of something you do well and write it here.

Did somebody influence or teach you how to do it?

Benefits of Coaching

- Builds a person’s confidence by pointing out successes and achievements.
- Helps the person learn from experiences and highlights areas for improvement.
- Develops a stronger relationship between the Upline and the Downline.
- Helps both the Upline and the Downline achieve their dreams and goals.

Skills to Coach Your Team

Skill is the ability that comes from training or practice. From the list below, what specific skills can you practice with your Downline?

Selling e.g., finding Customers, using sales tools

Prospecting e.g., approaching strangers, bridging to Avon

Appointing e.g., identifying personal dreams and goals, developing your “Who Do You Know?” List

Training Representatives e.g., demonstrating products, trying different sales techniques

Developing Sales Leaders e.g., asking open-ended questions, giving feedback

Tips: Establish a relationship with your Downline so they become receptive to your coaching. Spend time modeling PATD and demonstrating selling techniques.
Critical factors in a coaching conversation

Active listening
• Allow the person to talk without interrupting
• Listen without judging, questioning or arguing
• Notice what is stated and how it is stated; e.g., facial expression, tone of voice, body language

Ask questions
• To confirm your understanding of the other person’s point of view
• To help the person gain insight into her behavior

Gain commitment to take action
• Explore ideas together on the next steps; e.g., what, when, how and who

“Although it takes hard work to make it in Sales Leadership, the support provided by my Upline makes a big difference. She has coached me in selling and building my own team through PATD. Her success also inspired me to reach Advanced Unit Leader.”

— Marilou, Advanced Unit Leader

Tips:
• Give feedback immediately, face-to-face and in private
• Focus on behavior observed, not on the person
• Always leave the person feeling good about being coached

How to Coach Your Downline

1. Establish the coaching relationship.
2. Set expectations on what you want to teach and why.
3. Observe the Downline as she conducts the skill you want her to develop.
4. Prepare for the Coaching Conversation.
5. Conduct the Coaching Conversation using the critical steps on page 12.
6. Clarify the Action Commitment and a Follow-Up Plan

Help your Downline build her confidence in her ability to perform a skill by:
• Demonstrating the skill
• Giving her time to role-play or practice
• Observing her using the skill
• Coaching her based on observations
• Scheduling additional observations and coaching as needed
### Conducting a Coaching Conversation

<table>
<thead>
<tr>
<th>Steps in a Coaching Conversation</th>
<th>Sample Dialogue Scenario: Field Prospecting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Explain the purpose of the conversation.</strong></td>
<td>“Let’s discuss the prospecting activity you just conducted.”</td>
</tr>
<tr>
<td><strong>2. Ask the Downline to share what she thinks she did well and what she can do differently to impact her outcome.</strong></td>
<td>“How do you think you did in this activity? What did you do well? What would you do differently next time? Why do you feel that way?”</td>
</tr>
<tr>
<td><strong>3. Listen actively.</strong></td>
<td>See “Active listening” on page 11.</td>
</tr>
<tr>
<td><strong>4. Restate the Downline’s self-feedback in your own words to confirm understanding.</strong></td>
<td>“You believe that worked well for you because…”</td>
</tr>
</tbody>
</table>
| **5. Provide a balance of three positive and three corrective statements using the Standard-Behavior-Impact (SBI) method.** | **One Positive Feedback:**  
**Standard:** “It’s important for you to know how to approach strangers.”  
**Behavior:** “I noticed that you did not hesitate, and you started the conversation with a compliment.”  
**Impact:** “As a result, the prospect agreed to meet you to discuss the Avon Earning Opportunity.”  
**One Corrective Feedback:**  
**Standard:** “It’s important for you to know how to approach strangers.”  
**Behavior:** “I noticed that you hesitated, and your first statement was: ‘Would you like to join Avon?’”  
**Impact:** “As a result, the prospect said ‘no’ and moved on.” |
| **6. Involve the person in exploring ideas and reach agreement on actions to be taken.** | “Let’s discuss next steps to help you develop your skills in prospecting.” |
| **7. Set a time to review action plans and follow up on progress.** | If prospecting was successful:  
“I have enjoyed our time together. Continue to...(mention strongest skills). I will call you on...”  
If prospecting was not a success:  
“Thank you for letting me observe you in the field. I’m glad you are making the effort to improve your prospecting skills. For your next prospecting activity, do more of..., do less of..., let’s meet again on...” |

### Feedback Exercise:

**Scenario:**

What positive behavior did you observe in one of your Downline members? Write down your feedback using the Standard-Behavior-Impact method.

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<th>S</th>
<th>B</th>
<th>I</th>
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What area of improvement did you observe in one of your Downline members? Write down your feedback using the Standard-Behavior-Impact method.

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Coaching has to be an ongoing activity to support building the skills of your Downline.

Complete The Beauty of Knowledge (BOK) course Coaching and Giving Feedback.
Build a stronger team by conducting Training Contact 3!

This contact teaches advanced selling techniques and handling objections. Each Training Contact follows 4 simple steps to ensure that new skills are learned and actions are taken to improve sales performance.

1. Opening
   - Discuss selling experiences since Training Contact 2
   - Recognize accomplishments, answer questions
   - Review Dreams & Goals

2. Demonstrate or explain the topics
   - Avon paths to success
   - Increase your earnings in 2 ways
   - Avon Brochure and advanced selling techniques
   - Overcoming objections
   - Customer service
   - Avon Guarantee

3. Discuss 1 or 2 products
   - Become a product expert—use, wear, understand

4. Set Goals and Targets
   - Reinforce Dreams & Goals
   - Great sales for tomorrow—planning today
   - Plan your activities
   - Schedule time for Training Contact 4
   - Ask for referrals
   - Invite to an Avon Opportunity Meeting (AOM)
   - Learn more by completing BOK courses
Avon Products: Use them, Love them, Share them

Avon offers hundreds of high-quality items—there’s something for everyone. Use our wide selection of product categories to increase your team’s average order and earnings. The more they sell, the more successful you and your team will be.

What category do you think would increase your team’s earnings? e.g., Skin Care

Choose a product from that category: e.g., Anew Alternative

Write down the features and benefits of that product. Use the brochure and other available resources and tools.

Features: e.g., merges the best of Eastern healing herbs with the most innovative Western anti-aging technologies

Benefits: e.g., reduces wrinkles, restores firmness and reverses skin discolorations

Share the information with your Downline during group meetings and one-on-one sessions.

Tip: Show your Downline how they can earn more by taking advantage of Avon’s advance order opportunities.

Using your own Customer base as an example, let’s calculate how much more you would earn if at least half of your Customers bought this product.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>A</td>
<td>Price of product for current campaign</td>
</tr>
<tr>
<td>B</td>
<td>50% of total number of Customers</td>
</tr>
<tr>
<td>C</td>
<td>Total additional sales (A x B)</td>
</tr>
<tr>
<td>D</td>
<td>Potential additional Earnings (C x ___% Earnings)</td>
</tr>
</tbody>
</table>

Imagine the impact on your earnings when you take your team through this exercise every campaign.
“I have several members in the President’s Recognition Program on my team who produce fabulous sales, campaign after campaign. It’s even more exciting when one of my Representatives takes the next step into Sales Leadership. The success of my team has given me a solid business with Avon as my sole source of income.”
— Wendy, Executive Unit Leader

Maximize your Team’s Performance

Use the Leadership Earnings Statement and Downline Manager reports to coach your team and focus on their potential.

These reports provide an accurate, effective way for you to see how your team is performing.

You can recognize success and inspire Representatives to join Sales Leadership, and help those who want to improve their results by offering positive feedback and reinforcement.

Leadership Earnings Statement
Details personal sales, and 1st, 2nd and 3rd Generation Sales and Earnings

Follow Up, No Orders and Orders Reports
Details Downline members who have not yet submitted an order prior to update, lists members who have not submitted an order after current campaign bills and lists members who have submitted on-time orders.

Recognizes Representatives for Title Advancement, Top Unit Sales and Incentive Winners.

For a complete description of Downline Manager reports, go to yourAVON.com and click the “Leadership” tab.

Did you know?
The minimum group sales of an Executive Unit Leader is $15,000 per campaign, with an average 1st Generation Downline of 81.*

*Your individual results may vary.
The strength of your business lies in coaching and mentoring Top Sellers and Sales Leaders

Based on your report reviews, and your notations on pages 6 and 7 of this guide, let's identify Representatives for coaching and follow-up.

<table>
<thead>
<tr>
<th>Names</th>
<th>Skills to Coach</th>
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<tbody>
<tr>
<td>Potential Top Sellers:</td>
<td></td>
</tr>
<tr>
<td>Potential Sales Leaders:</td>
<td></td>
</tr>
<tr>
<td>Representatives just below next earnings level:</td>
<td></td>
</tr>
<tr>
<td>Representatives who just received first order:</td>
<td></td>
</tr>
<tr>
<td>Representatives with outstanding performance:</td>
<td></td>
</tr>
<tr>
<td>Representatives with no order:</td>
<td></td>
</tr>
<tr>
<td>Representatives with past-due balances:</td>
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</table>

Many Sales Leaders have advanced in title by consistently applying this strategy!

Your Winning Strategy

Prioritize your tasks using the following important activities.

Check the box as you complete each task.

<table>
<thead>
<tr>
<th>Within 48 Hours</th>
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<tbody>
<tr>
<td>☐ Follow up with Representatives with orders just below next earnings level</td>
</tr>
<tr>
<td>☐ Call new Representatives who just received first order and confirm next contact</td>
</tr>
<tr>
<td>☐ Expand or create your “Who Do You Know?” List</td>
</tr>
<tr>
<td>☐ Call potential Sales Leaders from Leadership Earnings Statement</td>
</tr>
<tr>
<td>☐ Identify potential Top Sellers and Sales Leaders whom you can coach</td>
</tr>
<tr>
<td>☐ Complete BOK courses</td>
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<table>
<thead>
<tr>
<th>Priority Actions</th>
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<tbody>
<tr>
<td>☐ With your Upline’s help, coach your Sales Leaders</td>
</tr>
<tr>
<td>☐ Prospect at least 3 new people every day</td>
</tr>
<tr>
<td>☐ Appoint at least 3 new Representatives per campaign</td>
</tr>
<tr>
<td>☐ Appoint at least 1 new Sales Leader Candidate per campaign</td>
</tr>
<tr>
<td>☐ Conduct Appointment and Training Contact 1 and Training Contact 2 with your Downline</td>
</tr>
<tr>
<td>☐ Conduct Training Contact 3 with your Upline observing</td>
</tr>
</tbody>
</table>
Your Winning Strategy continues with planning

Update your Calendar with **Sell, Share and Show** activities

<table>
<thead>
<tr>
<th>Month _________</th>
<th>Month _________</th>
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<table>
<thead>
<tr>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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</table>

- Circulate Brochures
- Submit Order
- Deliver Orders
- Prospecting
- Appointments
- Training Contacts
- Development Contacts
- Sales Meeting
- Opportunity Meetings
- Field Observations
- Review Leadership Reports
- Follow Up/Call Representatives
- BOK courses
- Opportunity Meetings
- Field Observations
- Review Leadership Reports
- Follow Up/Call Representatives
- BOK courses
Plan your time wisely and be well rewarded

You’re ready to move on to the next step in Sales Leadership.

Key Dates & Information

Training Contact 3 Field Observation:
Date: ____________ Place: ________________ Time: _________

Training Contact _____:
Date: ____________ Place: ________________ Time: _________

Development Contact 4:
Date: ____________ Place: ________________ Time: _________

Sales Meeting:
Date: ____________ Place: ________________ Time: _________

Avon Opportunity Meeting:
Date: ____________ Place: ________________ Time: _________

Beauty of Knowledge Course: Coaching and Giving Feedback
Date Completed: ____________

You can always call me ____________________________________________
your Upline/District Sales Manager at (____) _______ - ____________

National Sales Leadership Hotline: 1-800-468-4600

United States
Avon Products, Inc.
75109-9